

MAY, 2006

FC-90

FELLOWSHIP EXAMINATION
HUMAN RESOURCES MANAGEMENT

Time: 3 Hours]

[Total Marks : 100

Answer any FIVE questions only.
All questions carry 20 marks each.

- | | Marks |
|---|--------|
| 1. a) Taylor is referred to as the 'father of scientific management movement'. What has he done differently that can be called 'scientific'? | 5 |
| b) What did Elton Mayo notice about motivation that Taylor did not? | 5 |
| c) A manager notices that one of his lady assistants is very knowledgeable and efficient, but invariably resents being given special assignments or being asked about the progress of work under her charge. Her colleagues have told him that she is moody, mixes only with one or two close friends and catches a bus leaving soon after office hours for a 30 minute ride home. How do you think are her motivations and what would you like to do in the matter ? | 10 |
| 2. You are the manager of the training department of your office. Space has been earmarked exclusively for training classes, library and support staff along with equipments for projection, copies of notes and literature, etc. There is a caterer in the premises, whose terms are conditional on a certain minimum number of participants every day. You have a calendar of programmes, covering all the 52 weeks of the year, mostly of 5 days duration. Your experience over the last one year, is that invariably there may be just 15 to 20 against an expected strength of 25 on the first day and 2 or 3 will report only on the 2nd or 3rd day saying that they did not get the intimations on time. | |
| a) What are the likely reasons for these situations? | 10 |
| b) What options do you have to resolve these problems? | 10 |
| 3. Write short notes on | 5 each |
| a) Filtering | |
| b) Vigilance | |
| c) Transfers | |
| d) Job Analysis | |

4. a) What is the difference between Decentralisation and Delegation? 6
 b) What are the benefits/disadvantages of either? 8
 c) List out at least six barriers to delegation 6
5. a) What do you understand by the statement that 'Disciplinary action should be corrective rather than punitive'? 8
 b) What are the essential steps in handling disciplinary actions? 6
 c) Do you think that trade unions are hindrances to effective management? 6
6. a) What are the merits/demerits of labour participation in management? 6
 b) How, in your opinion, have the insuring public benefited by the advent of insurance companies since the last four years. 6
 c) In what ways are HR functions more important in the services industry? 8
7. a) What kind of studies are usually made through 'personnel research'? 5
 b) What are the hindrances to team building? 5
 c) What is the contribution of Likert to management? 10
8. You are the Manager of a branch office of an insurance company. You have just acquired new premises to accommodate part of your office, but all departments are objecting to being shifted. Objections range from, need to be close to the computer systems, frequent interaction with other departments, distance from the bus stand and railway station; nonavailability of restaurants near by. The departments involved are the Marketing and Sales (5 office staff and 15 field staff), Underwriting (3 persons), Servicing (6 persons), Accounts and Cash (6 persons) and Claims (4 persons). The new premises can accommodate any department with upto 6 persons and records. The Union had been, for the last two years, raising the issue of lack of space.

What options do you have to solve this problem? Classify these options in terms of strategies for resolving conflicts. Discuss the consequences of each of the options.

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