

Instruction : 1] All questions in Section I are compulsory .

2] Answer any 3 questions from Section II

Section - I.

Q.1 Explain the following concepts in brief :

10

- 1) Induction & orientation.
- 2) Job enrichment.
- 3) Participative management.
- 4) Fringe benefits .
- 5) Personnel Policies.

Q.2 Case study.

In a pharma co. manufacturing & marketing drugs and medicines, the research staff has developed a number of new products and formulations which are effective. But at the same time it has to meet severe competition from stalwarts with foreign collaboration. Mr. Shah, the Vice President Marketing has a very successful marketing background. He has been with the company for the past 4 years. Mr. Shah had made ambitious plans for capturing sizeable share of market in the Gujarat state. The co. being medium sized, Mr. Shah had kept his marketing team lean and trim. The field sales staffs were given aggressive targets and were virtually pushed to reach the respective targets. They worked to their best abilities to achieve their targets. Mr. Shah had himself been working for 11-12 hours a day. There was no formal appraisal and reward system in the co. During the last 5 years more than 60 Medical Representatives and area supervisors had left the co. due to unsatisfactory increments and promotions. Those that left the co. were star workers. But Mr. Shah did not care for this high turnover. He was over confident that he would be able to hire freshers and also select candidates who were not happy with their remuneration in their respective co. Mr. Shah had never communicated to the field sales staff about their performance or reasons for not recognizing their outstanding performance in a few cases. There was on the whole a great dissatisfaction and good performers were leaving the co.

1. What do you perceive is the basic problem in the co. 04
2. What are the steps you would take serially to correct the situation 05
3. In the event of you suggesting a performance appraisal system. 06
 - a) How will you decide a suitable system of appraisal?
 - b) Will your system include merit, rewards or promotions?
4. What type of training will be necessary before launching the Appraisal System? 05

CODE : 511 B

Section - II

- Q.3** Define Personnel Management. Give the functions of Personnel Management and explain the role of Personnel Management. **10**
- Q.4** 'Training' cannot be avoided at any cost. Do you agree with this statement? If so discuss the importance of training and describe the steps to be taken in conducting training programmes. **10**
- Q.5** Define Assessment Center. Explain the features and process of an Assessment Center. **10**
- Q.6 a)** Differentiate between HR & Personnel Management. **04**
b) Mention the steps of Selection Procedure. **06**
- Q.7** Write Short note on any 2 of the following : **10**
- a) Succession Planning
 - b) Potential Appraisal
 - c) Organisation Downsizing
 - d) Job redesign.