

(2½ Hours)

[Total Marks :75]

- Note : 1. All questions are compulsory. ( Subject to internal Choice )  
 2. Figures to the right indicate full marks.  
 3. Use non-programmable calculator is allowed  
 4. Normal distribution table is printed on the last page for reference.  
 5. Support your answers with diagrams / illustrations, wherever necessary.  
 6. Graph papers will be supplied on request.

**Q.1A) State whether following statements True or False: (Attempt any 8) (8)**

1. Operation Research is also termed as Management Science.
2. The objective function is a linear relationship reflecting the objective of an operation.
3. The feasible region is a convex set.
4. The value of  $\Delta_j = C_j - Z_j$  row in the simplex table tells us whether the current solution is optimal, and, if it is not, what variable will be in the optimal solution.
5. If the assignment elements are cost elements, then the objective of the optimal assignment is to maximize the cost.
6. MODI method is the best method to get Initial Feasible Transportation solution.
7. The dummy activity has an expected time of zero by definition.
8. The PERT pessimistic time estimate is an estimate of the minimum time an activity will require.
9. In solving a job sequencing problem, it is assumed that all jobs require the same sequence of operations.
10. If saddle point is available in a game, it is called as pure strategy game.

**Q.1 B) Match the right and closely related answer from Column Y with the text / term given in Column X. ( Attempt Any 7 questions ) (7)**

Column X	Column Y
1. Linear relationship of variables	a) Completely utilized resources
2. Infeasible region	b) Minimum cost in the table
3. Scarce resource	c) No feasible Solution possible
4. LCM	d) LPP
5. NWCR	e) In the game, gains of the winner are equal to total losses of all other players
6. Critical activity	f) Optimistic time
7. Zero sum game	g) Fair game
8. Shortest activity time in PERT	h) Zero float value
9. Value of game =0	i) The time during which a machine is waiting or not working
10. Ideal time	j) Top left side corner of the table

**Q.2 A)** M/S. Rajaram Pvt.ltd. and engineering firm has to decide profitable mix for its products i.e. Condenser, Transmitter and Connector with a profit (per 100 units) of ₹10, ₹6 and ₹4 respectively. To produce a shipment of condenser containing 100units required 1 hour of engineering 10 hours of direct labour and 2 hours of administration service. To produce one shipment of transmitter 1000 units require 1 hour of engineering 5 hours of direct labour and 6 hours of administration, similarly these figures for connectors are 1,4 and 2. There are 100 hours of engineering services available 600 hours of direct labour and 300 hours of administration. What is the most profitable mix find with the help of LPP formulation and simplex method.

From the above information Formulate as LPP

(7)

**B) Find the optimum solution with the help of simplex method**

(8)

OR

**Q.2 C)** Five salesmen are to be assigned to five territories. Based on past performance, the followingtable shows the annual sales (in Rs. lakh) that can be generated by each salesman in each territory. Find optimum assignment to maximize sales.

(8)

Salesman	Territory				
	T <sub>1</sub>	T <sub>2</sub>	T <sub>3</sub>	T <sub>4</sub>	T <sub>5</sub>
S <sub>1</sub>	26	14	10	12	9
S <sub>2</sub>	31	27	30	14	16
S <sub>3</sub>	15	18	16	25	30
S <sub>4</sub>	17	12	21	30	25
S <sub>5</sub>	20	19	25	16	10

**Q.2 D) Solve by using graphical method**

(7)

$$\text{Max } Z = 4x_1 + 3x_2$$

Subject to constraints,

$$4x_1 + 3x_2 \leq 24$$

$$x_1 \leq 4.5$$

$$x_2 \leq 6$$

$$x_1 \geq 0 \quad x_2 \geq 0$$

**Q.3 A)** From the data given below

1. Draw a diagram

(2)

2. Find Critical path

(2)

3. Crash systematically the activities and determine optimal project duration

(4)

Activity	1-2	1-3	2-4	2-5	3-4	4-5
Normal time (days)	8	4	2	10	5	3
Normal cost (Rs.)	100	150	50	100	100	80
Crash Time (days)	6	2	1	5	1	1
Crashed Cost (Rs)	200	350	90	400	200	100

Indirect Cost is Rs. 70 per day

Q.3 B) You are given a solution for a transportation cost problem. Figures in each cell represent per unit transportation cost. Figures in circle within each cell represent number of units allocated for transportation. P1, P2 and P3 are the 3 Plants and W1, W2 and W3 are the 3 Warehouses. You are required to check the above solution for optimality, if it is not optimal, use MODI method to obtain optimal solution and Find optimal transportation cost.

Plant\WH	W1	W2	W3	Supply
P1	500 18	20	1500 16	2000
P2	1000 26	1000 22	30	2000
P3	6	2000 2	0	2000
Demand	1500	3000	1500	Total=6000

(7)

OR

Q.3 C) A Project which is planned using PERT technique has following details of Average Expected Times calculated using the formula,  $t_e = (a + 4m + b) / 6$  and the details of standard deviation.

Activity	Average Expected Time in weeks ( $t_e$ )	Standard Deviation
1 - 2	3	4/6
1 - 3	4	4/6
2 - 5	5	4/6
2 - 4	6	2/6
5 - 6	7	4/6
4 - 6	8	4/6
3 - 6	9	4/6
6 - 7	3	2/6

- i) Construct the network diagram of PERT network and find expected completion time of the project. (3)
- ii) Calculate the Variance of each activity. (4)
- iii) Determine the probability of completing the project in 21 Weeks. (4)
- iv) if the project manager wants to be 99% certain that the project should be completed on schedule what will be the project duration? (4)

Q.4 A) You are given the pay-off (profit in ₹) matrix in respect of a two person zero-sum game as follows: (7)

Player: B

	I	II	III
Player: A	I	II	III

$$\begin{matrix} \text{Player: A} \\ \text{I} \\ \text{II} \\ \text{III} \end{matrix} \begin{pmatrix} 2 & 4 & 2 \\ 1 & -5 & -4 \\ 2 & 6 & -2 \end{pmatrix}$$

- i. Find the Maximin strategy.
- ii. Find the Minimax strategy.
- iii. What is the Value of the game.

Q. 4 B) Six jobs I, II, III, IV, V and VI are to be processed on two machine A and B in order AB

Jobs	Processing Time (Min)	
	Machine A	Machine B
i	5	8
II	2	6
III	10	3
IV	9	4
V	6	3
VI	8	9

- (i) Find the sequence that minimizes the total elapsed time required to complete the jobs. (2)  
 (ii) Calculate the total elapsed time (3)  
 (iii) Idle time on for each Machine (3)

OR

Q.4 C) Find the optimal sequence: (8)

JOB	I	II	iii	IV	V
Machine-A	3	8	7	5	2
Machine-B	3	4	2	1	5
Machine-C	5	8	10	7	6

- a) Determine the optimum sequence for performing jobs  
 b) Total minimum elapsed time  
 c) Idle time for each machine.

Q4 (D) you are given the following pay-off matrix of a zero-sum game, determine the optimal strategies for the players and the value of the game. (7)

A' Strategy	B' Strategy			
	B1	B2	B3	B4
A1	5	-4	5	9
A2	6	2	0	-3
A3	9	15	10	11
A4	2	8	-6	5

- Q.5 A) Define Operations Research. Explain limitation of Operation Research. (8)  
 B) Explain various cost involved in project crashing. (7)

OR

Q.5 C) Write a Short note (Attempt three) (15)

- i) Project crashing  
 ii) Basis and non-basis variable in simplex table  
 iii) Interfering float  
 iv) Objectives of critical path  
 v) NWCM

## NORMAL DISTRIBUTION TABLE

Area Under the Standard Normal Distribution

Z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.0000	0.0040	0.0080	0.0120	0.0160	0.0199	0.0239	0.0279	0.0319	0.0359
0.1	0.0398	0.0438	0.0478	0.0517	0.0557	0.0596	0.0636	0.0675	0.0714	0.0753
0.2	0.0793	0.0832	0.0871	0.0910	0.0948	0.0987	0.1026	0.1064	0.1103	0.1141
0.3	0.1179	0.1217	0.1255	0.1293	0.1331	0.1368	0.1406	0.1443	0.1480	0.1517
0.4	0.1554	0.1591	0.1628	0.1664	0.1700	0.1736	0.1772	0.1808	0.1844	0.1879
0.5	0.1915	0.1950	0.1985	0.2019	0.2054	0.2088	0.2123	0.2157	0.2190	0.224
0.6	0.2257	0.2291	0.2324	0.2357	0.2389	0.2422	0.2454	0.2486	0.2518	0.2549
0.7	0.2580	0.2612	0.2642	0.2673	0.2705	0.2734	0.2764	0.2797	0.2823	0.2852
0.8	0.2881	0.2910	0.2939	0.2967	0.2995	0.3023	0.3051	0.3078	0.3106	0.3133
0.9	0.3159	0.3186	0.3212	0.3238	0.3264	0.3289	0.3315	0.3340	0.3365	0.3389
1.0	0.3413	0.3438	0.3461	0.3485	0.3508	0.3531	0.3554	0.3577	0.3599	0.3621
1.1	0.3643	0.3665	0.3686	0.3708	0.3729	0.3749	0.3770	0.3790	0.3810	0.3830
1.2	0.3849	0.3869	0.3888	0.3907	0.3925	0.3944	0.3962	0.3980	0.3997	0.4015
1.3	0.4032	0.4049	0.4066	0.4082	0.4099	0.4115	0.4131	0.4147	0.4162	0.4177
1.4	0.4192	0.4207	0.4222	0.4236	0.4251	0.4265	0.4279	0.4292	0.4306	0.4319
1.5	0.4332	0.4345	0.4357	0.4370	0.4382	0.4394	0.4406	0.4418	0.4429	0.4441
1.6	0.4452	0.4463	0.4474	0.4484	0.4495	0.4505	0.4515	0.4525	0.4535	0.4545
1.7	0.4554	0.4464	0.5473	0.4582	0.4591	0.4599	0.4608	0.4616	0.4625	0.4633
1.8	0.4641	0.4649	0.4656	0.4664	0.4671	0.4678	0.4686	0.4693	0.4699	0.4706
1.9	0.4713	0.4719	0.4726	0.4732	0.4738	0.4744	0.4750	0.4756	0.4761	0.4767
2.0	0.4772	0.4778	0.4783	0.4788	0.4793	0.4798	0.4803	0.4808	0.4812	0.4817
2.1	0.4821	0.4826	0.4830	0.4938	0.4838	0.4842	0.4846	0.4850	0.4854	0.4857
2.2	0.4861	0.4846	0.4868	0.4871	0.4875	0.4878	0.4881	0.4884	0.4887	0.4890
2.3	0.7893	0.4896	0.4898	0.4901	0.4904	0.4906	0.4909	0.4911	0.4913	0.4916
2.4	0.4918	0.4820	0.4922	0.4925	0.4927	0.4931	0.4931	0.4932	0.4934	0.4936
2.5	0.4938	0.4940	0.4941	0.4943	0.4945	0.4946	0.4948	0.4949	0.4951	0.4952
2.6	0.4953	0.4955	0.4956	0.4958	0.4959	0.4960	0.4961	0.4962	0.4963	0.4964
2.7	0.4965	0.4966	0.4967	0.4968	0.4969	0.4970	0.4971	0.4972	0.4973	0.4974
2.8	0.4974	0.4975	0.4976	0.4977	0.4977	0.4978	0.4979	0.4979	0.4980	0.4981
2.9	0.4981	0.4982	0.4982	0.4983	0.4984	0.4984	0.4985	0.4985	0.4988	0.4986
3.0	0.49865	0.4987	0.4987	0.4988	0.4988	0.4989	0.4989	0.4989	0.4990	0.4996
4.0	0.49968									

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Duration : 2.5 Hours

Marks: 75

- N.B 1) All questions are compulsory.
- 2) Figures to the right indicate the maximum marks .

**Q.1 (A) Choose the correct answer and rewrite the statement. (Attempt any eight) (8)**

1. The scope of international human resource management (IHRM) includes:  
*(a. staff recruitment, b. staff development, c. compensation, d. all of the above)*
2. To be effective in the international environment HRM policies must:  
*(a. reflect an international view, b. accommodate differences in management styles, c. focus on domestic issues, d. effectively transplant HRM policies and practices from the home country to all other offices.)*
3. A major difference between domestic and international HRM is the result of:  
*(a. increased complexities such as currency fluctuations, b. foreign HR policies and practices, and divergent labour laws, the number of employees covered by the hr policies, c. the ease with which employees adjust to new cultures, d. the emergence of effective cross-border management styles.)*
4. Global assignments in which employees are sent to understand global operations and are required to have intercultural understanding are called:  
*(a. strategic assignment, b. development assignments, c. non development assignments, d. managerial assignments.)*
5. The following are valid reasons for using an ethnocentric international staffing strategy, except:  
*(a.maintaining a unified corporate culture, b.maintaining a diverse corporate culture, c.lack of qualified managers in the host country, d.maintaining tight control.)*
6. Which of the following factors is least likely to be directly related to the success of an expatriate assignment?  
*(a.The personality of the expatriate, b.The intentions of the expatriate, c.The inability of the spouse to adjust,d.The type of products produced by the organization.)*
7. Expatriate failure is best defined as:  
*(a failure to recoup the costs of investment in an expatriate,b. early return of the expatriate, C repatriation, d. re-assimilating the expatriate )*
8. Offshoring is  
*(a. Substituting foreign for domestic labor, b.Subcontracting a part of production to another firm, c.Exporting d.Importing)*
9. Martians Co. of the UK has expanded to 7 countries in South America. All its managers are UK citizens. The company relies on:  
*(a. a host-country national, b. an expatriate, c. a foreign assignment, d. all of the above.)*
10. MNEs from \_\_\_\_\_ are more likely to rely on home-country managers for senior positions. *(a. EU, b. US, c.Japan, d.India)*

**Q.1 A) State whether the following statements are True or False :- ( Any seven) (7)**

1. Expatriates are known as road warriors, globe-trotters or flex patriates.
2. PCNs are managers who are citizens of countries other than in which MNC is headquartered.
3. Ethnocentric policy is best when it comes to Global HRM.
4. There is more risk involved in domestic HRM as compared to international HRM.
5. To keep expatriates whole is the basic characteristic of Going Rate Approach.

6. Reverse cultural shock means returning to one's home culture after growing accustomed to a new one.
7. Local plus approach is used for short term assignments and temporary transfers.
8. Organizations need to be restructured in order to be more competitive.
9. Expatriates should have an introverted personality.
10. Third country nationals are also known as headquarter nationals.

Q.2) A. Explain the features and significance of International Human Resource Management. (8)

B. What are the essential qualities of global managers?  
State some qualities with examples of global managers. (7)

**OR**

Q.2) C. Differentiate between IHRM and Domestic HRM (8)

D. Cross-cultural sensitivity is a must to handle a global corporation.  
State some issues in handling cross cultural developments. (7)

Q.3) A. Explain the criterias for expatriate selection (8)

Q.3) B.A. Define International Performance Management.  
Explain variables affecting Expatriate performance management. (7)

**OR**

Q.3) C. Discuss the approaches to international compensation. (8)

Q.3) D. What do you mean by Cross Cultural Training?  
Discuss the issues related to Cross Cultural Training. (7)

Q.4) A. Discuss the significance of using expatriates for global assignments. (8)

Q.4) B. How do you repatriate? Explain the process of repatriation. (7)

**OR**

Q.4) C. Is family significant in expatriation? State the role of family in expatriation. (8)

Q.4) D. What do you mean by repatriate? State the various challenges of repatriation. (7)

Q.5) A. State some significance of Off-Shoring. (3)

Q.5).B. What are the ways to manage HR in a virtual organization? State a few examples. (7)

**OR**

**Q.5) Write short notes on:- ( Any Three) (15)**

- 1) Non -Expatriate
- 2) Trade Union and International IR
- 3) Criminalization of Bribery
- 4) Knowledge Management and IHRM
- 5) Role of technology in IHRM

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Duration: 2 ½ hours

Total Marks: 75

Note: All questions are compulsory.

Figures to right indicate full marks.

Q1. A. Choose and write correct answer from the options given below. (Any 8) (8)

1. The process of Organisational Development is based on the \_\_\_\_\_ model.  
(Reaction/ Analysis/ Result/ Action research)
2. \_\_\_\_\_ is the first step in Organisational Development.  
(Goal setting/ Employee development/ Change Management/ Restructuring)
3. From the \_\_\_\_\_ phase the practitioner facilitates the data collection, analysis, feedback, solution, findings etc.  
(Diagnostic/ renewal/ collaborative/ restructuring)
4. The formulation of re-design plan is the real crux of the \_\_\_\_\_  
(Business process reengineering/ organisation renewal/ organization diagnosis/ Planned change)
5. \_\_\_\_\_ Intervention aims at achieving a fit among the organizations strategy, structure, culture and External Environment.  
(Structural/ Human Resource/ Strategic/ Third party peace making)
6. \_\_\_\_\_ tends to be most rational part of our personality.  
(Adult ego-state/ Parent ego-state/ Child ego-state/ old ego-state)
7. \_\_\_\_\_ power based on the power-receiver having an identification with power holder  
(Expert/ Referent/ Coercive/ Reward)
8. Organizational \_\_\_\_\_ essentially denotes how well company uses money.  
(Efficiency/ Power/ Productivity/ Effectiveness)
9. \_\_\_\_\_ suggests that the very least the consultant can provide "first aid" to the organization.  
(Gordon Lippit/ Kellar ford/ Kelman/ Argyris)
10. \_\_\_\_\_ technique was developed by Blake & Mouton.  
(Managerial grid/ Process consultation/ Transactional analysis/ Sensitivity training)

Q1. B. State whether following statement is True or False (Any 7) (7)

1. Conflicts between people in workgroups, committees, task forces and other organisational forms are inevitable.
2. A proactive approach towards organizational analysis is essential to diagnose the organization on different parameters.
3. Organizational development efforts can be time consuming, expensive & may have delayed pay off periods.
4. The primary purpose of organizational diagnosis is to know how good or how healthy the organization is to survive and succeed in the changing environment.
5. OD interventions are derived from theory, practice and experimentation.
6. Longitudinal strategy is best to evaluate the impact of small-scale OD interventions.
7. Content analysis is a popular technique for assessing qualitative data.
8. The second party peace making technique attempts to settle inter-personal and inter-group conflicts using modern concepts and methods of conflict management.
9. Coercive power is based on the ability of the power holder to punish another.
10. Structural tactics cannot be employed to divide and dominate the opposition.



- Q2 A) What are the Principles of Organizational Development? (8)  
B) Explain the Importance of Organizational Development. (7)  
OR  
C) "An Organizational Development intervention is usually a top down activity that is initiated by the senior management to improve organizational effectiveness", justify the statement with the help of suitable example from the corporate. (8)  
D) What are the emerging trends in Organizational Development? (7)
- Q3 A) What are the tools used in Organizational Diagnosis? (8)  
B) Do you think change can be planned? Explain the levels of Planned change. (7)  
OR  
C) Explain the Phases of organizational Diagnosis. (8)  
D) Explain the factors determining Organizational Change. (7)
- Q4 A) What are the Features of Organizational Development interventions? (8)  
B) Explain the Modern techniques of Organization Interventions. (7)  
OR  
C) Explain the types of Organizational Development Interventions. (8)  
D) Explain the Process of Organizational Development Interventions. (7)
- Q5 A) What are the issues related to Client relationship? (8)  
B) What are the ways to enhance Organizational Effectiveness? (7)  
OR
- Q5 C Write short notes on: (Attempt any 3) (15)
1. Ethics in Organization Development.
  2. Politics and Organization Development.
  3. Components of Organizational development.
  4. Survey feedback as a technique of OD intervention.
  5. Organizational Renewal.

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(2½ hrs)

(Marks: 75)

Note: - All questions are Compulsory  
Put example and diagram wherever necessary  
Figures to right indicate marks.

Q.1 (a) State whether the following statements are 'True' or 'False' (Any Eight) (8)

1. Services are characterized only by homogeneity.
2. Services marketing first came into existence in the 1980's.
3. Management does not help the organization to achieve its objective.
4. Service quality is the key of survival to all servicing companies.
5. Management can lose its authority and power by empowering its employees.
6. Employees face real challenges in suppressing their true feelings.
7. Brokers bring buyers and sellers together while assisting in negotiation.
8. A public sector organization is one that is operated by the government.
9. Social enterprises can be structured as a for-profit.
10. The causes of low morale can vary by business.

Q.1 (b) Match the Columns: (Any seven) (7)

Group 'A'	Group 'B'
1. Service	a. Tertiary sector
2. Heterogeneity	b. Intangible
3. Service sector	c. Makes it difficult to establish standard
4. Service cape	d. Third party markets
5. Referral markets	e. Moment of truth
6. Service encounters	f. Booms and Bitter
7. External marketing	g. Boundary spanners
8. Internal marketing	h. Establish a long term relationship with customers
9. Interactive marketing	i. Employee knows strengths & weakness of organization
10. Front line services	j. Grab the attention of the market

Q2. Answer any two from the following

(a) Explain the meaning and features of services. (8)

(b) What are the reasons for growth of service sector? (7)

OR

(c) How is service culture developed in organization? (8)

(d) Discuss the six market model. (7)

**Q3. Answer any two from the following**

- (a) Service triangle. Explain briefly. (8)  
(b) Strategies for managing emotional labour. Explain briefly. (7)

**OR**

- (c) Explain the challenges in recruitment in service sector. (8)  
(d) How can the manager motivate employees in service industry? (7)

**Q.4 Answer any two from the following**

- (a) What do you mean by service quality? Explain its dimensions. (8)  
(b) Explain the service gap model. (7)

**OR**

- (c) Reasons and strategies adopted to fill the gaps in service gap model. Explain? (8)  
(d) Discuss advantages and challenges of delivering services through agents and brokers? (7)

**Q5. Answer any two from the following**

- (a) Discuss the reasons for attrition in service sector. (8)  
(b) Discuss cycle of failure, cycle of mediocrity, and cycle of success. (7)

**OR**

**Q.5 Write Short Notes on: (Any three)**

- i) Organizational effectiveness  
ii) Creating a leading service organization  
iii) Servicescape  
iv) Interviewing techniques  
v) Quality issues in service

(15)

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Time : 2:30

Marks : 75

- Q1 A) State whether the following is true or false (any 8) 8 marks
- 1 Age, gender education etc. are said to be the dimensions of workforce diversity
  - 2 Diverse professionals are in low demand.
  - 3 Multicultural workforce is found to be more creative and adaptable.
  - 4 Work force diversity is multi-dimensional in nature
  - 5 The recruiter must be a change agent also.
  - 6 Workforce diversity is reactive
  - 7 In a homogeneous work culture communication becomes difficult.
  - 8 Workforce diversity has a very broad scope
  - 9 Multi-culturalism leads to inclusiveness.
  - 10 Diversity should begin and end with hiring.
- Q1B) Choose the correct alternative ( any 7) 7 marks
- 1) \_\_\_\_\_ in the workplace is important for encouraging workers from all backgrounds.  
a) Silence b) Diversity c) Hygiene d) Illumination
  - 2) \_\_\_\_\_ hiring usually leads to a less diverse recruitment.  
a) Contract b) Network c) Permanent d) Temporary
  - 3) In a workplace in which diverse workers are respected and truly valued, there will be \_\_\_\_\_ law suits.  
a) More b) Less c) Infinite d) Countless
  - 4) Hiring a diverse workforce, helps to solve problems that are \_\_\_\_\_ in nature.  
a) Simple b) Complex c) Open ended d) Closed Ended
  - 5) Diversity turnover \_\_\_\_\_ the company's image.  
a) Spoils b) Improves c) Is indifferent d) Not affected by
  - 6) Structural diversity refers to \_\_\_\_\_  
a) Personal Value system b) Market Segmentation c) Organizational Hierarchical Levels d) Individual Differences
  - 7) \_\_\_\_\_ culture lays emphasis on individual differences.  
a) Differentiation b) Unitary c) Integration d) All of the Above
  - 8) Family status is an example of \_\_\_\_\_ diversity.  
a) Workforce b) Behaviour c) Structural d) Business
  - 10) \_\_\_\_\_ can increasingly help remove visible and invisible barriers.  
a) Integration b) Technology c) Communication d) Centralisation

- Q2A) Explain the different dimensions of workforce diversity. 8 Marks  
Q2B) Why must organizations have a diverse workforce? 7 Marks
- OR
- Q2C) What are the features of workforce diversity 8 Marks  
Q2D) What are the steps involved in recruiting a diverse workforce 7 Marks
- Q3A) What are the steps involved in retaining diverse workforce? 8 Marks  
Q3B) State the role of recruiter in hiring diversified workforce... 7 Marks
- OR
- Q3C) Suggest techniques of managing diversity at workplace. 8 Marks  
Q3D) Bring out the factors to be considered for Diversity and Inclusive Leadership. 7 Marks
- Q4A) Write a detailed note on managing ethical and legal issues in managing workforce diversity. 8 Marks  
Q4B) Workforce Diversity is a Determinant of Sustainable Competitive Advantage. Do you agree? Justify. 7 Marks
- OR
- Q4C) Enlist suggestions for designing diversity training and mentoring programme. 8 Marks  
Q4D) Highlight the best practices in achieving workforce diversity. 7 Marks
- Q5A) What is multi-culturism? Discuss the advantages of multiculturalism in the workplace. 8 Marks  
Q5B) Discuss in brief the recent trends of diversity. 7 Marks
- OR
- Q5) Write Short Notes on ( any 3) 15 Marks  
1 Positive Effects of Work force diversity  
2 Interface between Workforce Diversity and HRM functions.  
3 Approaches to Diversity Management Systems.  
4 Types of diversity  
5 Difference between diversity and multi-culturism. .

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TIME: 2.5 Hours

MARKS: 75

Note: 1.Q1 is compulsory.

2. Q2 to Q5 is compulsory with internal choice.

3. Figures to the right indicate marks.

Q1. (A) Select the correct answer from the multiple choice questions (Any 8) (8)

1. Human resources are considered as important \_\_\_\_\_ .
  - a. Liabilities
  - b. Assets
  - c. Income
  - d. Expense
2. FIRA shows human resource as \_\_\_\_\_ and not expense.
  - a. Capital
  - b. Liabilities
  - c. Income
  - d. Bad debts
3. In 1960's, \_\_\_\_\_ along with other social researchers made an attempt to define the concept of human resource accounting.
  - a. Rensis Likert
  - b. Malcolm Baldrige
  - c. Ishikawa Kauru
  - d. Stephen Knauf
4. \_\_\_\_\_ is calculated as  $\text{Basic} + \text{DA} \times \text{No. of years of service} \times 15/26$ .
  - a. Pension
  - b. Salary
  - c. TDS
  - d. Gratuity
5. \_\_\_\_\_ method involves drawing inferences from various senses that are seen and heard off in day to day life.
  - a. Questionnaire
  - b. Observation
  - c. Workshop
  - d. Interview
6. All actual cost incurred on recruitment, training, familiarisation are capitalised in \_\_\_\_\_ cost method.
  - a. Historical
  - b. Economic
  - c. Replacement
  - d. Opportunity
7. HR valuation report helps the management to control all \_\_\_\_\_ related to HR department
  - a. Income
  - b. Loss
  - c. Profit
  - d. Cost
8. The object of modern audit is to report on \_\_\_\_\_ position.
  - a. Market
  - b. Social
  - c. Financial
  - d. Present
9. \_\_\_\_\_ audits are conducted at regular intervals.
  - a. Ad hoc
  - b. Periodic
  - c. Internal
  - d. External
10. \_\_\_\_\_ is a man-made art and its principles and procedures have been evolved over a period of time.
  - a. Accounting
  - b. Human
  - c. Animals
  - d. Money

**Q1. (B) State whether following statements are True or False (Any 7) (7)**

1. Replacement method is a non-monetary method of human valuation.
2. Economic value method takes into account the valuation made by the human resources to the organisation.
3. Human resource audit can be used as an intervention to bring about organisational change.
4. Workshop method of conducting HR audit is very rigid.
5. HR audit helps in increasing the human resource cost.
6. Result of HR audit can be expressed in measurable terms.
7. Historical cost accounting concepts are unrealistic profit.
8. Professional tax or employment tax is a state base tax.
9. The valuation of human assets is based on the assumption that employees are going to remain with the organisation for a specified period.
10. The valuations of human resources along with other assets are necessary in order to find out the total cost of an organisation.

**Q2 A) Discuss the objective of HR accounting. (8)**

**B) Discuss the various stages in Historical development of HRA (7)**

**OR**

**Q2 P) Explain the components of acquisition cost and training and development cost (8)**

**Q) List and explain any 5 shortcomings / limitations of Human Resource accounting (7)**

**Q3 A) Define and explain the advantages of historical cost. (8)**

**B) Explain capitalisation of salary with its advantages and disadvantages. (7)**

**OR**

**Q3 P) Explain the replacement cost model with its advantages (8)**

**Q) Opportunity cost has both advantages and disadvantages justify (7)**

**Q4 A) What is human resource audit? Explain its features. (8)**

**B) List and explain the benefits of HR audit. (7)**

**OR**

**Q4 P) Explain the interview method of conducting HR audit along with its advantages. (8)**

**Q) Explain any three issues that may arise in case of HR audits (7)**

**Q5 Explain the monetary and non-monetary method valuation of HR in brief. (15)**

**OR**

**Q5. Write short note on (any three) (15)**

1. New Hire orientation process
2. Role of HR auditor
3. Human resource accounting
4. Questionnaire method
5. Approaches of HR audit

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H.R.M.

T.Y.BMS / Reg.

Sem VI

[Marks: 75]

23/05/23

[Time: 2.30 Hours]

N.B.: Please check whether you have right question paper.

1. All questions are compulsory
2. Answers to sub-questions must be written together

**Q.1. A. Fill in the blank choosing correct option (ANY EIGHT)**

**(8 Marks)**

1. The word Management is mentioned as \_\_\_\_\_ in Bible.  
a. Assistance  
b. Stewardship  
c. Leadership  
d. Slavery
2. \_\_\_\_\_ refers to search for a basic deep-rooted human values and a relationship with a universal source, power or divinity.  
a. Spirituality  
b. Humanity  
c. Dignity  
d. Enimty
3. Ethos is related to \_\_\_\_\_.  
a. Right and Wrong  
b. Customs and Traditions  
c. Honesty and Morality  
d. Good or Bad
4. Poor work culture leads to \_\_\_\_\_.  
a. Reduced politics  
b. More disciplined employees  
c. Poor commitment  
d. Improved Punctuality
5. According to \_\_\_\_\_ every work, big or small, is important and hence should be respected.  
a. Discipline  
b. Work Pressure  
c. Punctuality  
d. Dignity of work
6. \_\_\_\_\_ means the manager should be honest to himself and to his organization.  
a. Responsibility  
b. Dignity of work  
c. Integrity of Thoughts  
d. Truthfulness
7. A factory worker performing repetitive tasks might experience \_\_\_\_\_.  
a. Hyper Stress  
b. Hypo Stress  
c. Acute Stress  
d. Distress





Q3 (a) Discuss the factors responsible for Poor Work Ethos in an organisation. (8 marks)

Q3 (b) Compare Secular and Spiritual Values in context of management of organisation. (7 marks)

OR

Q3 (c) Which values are important for Indian Managers ? (8 marks)

Q3 (d) Describe the concepts: (7 marks)  
i. Sam, Dam, Danda, bhed  
ii. Nishkam Karma

Q4 (a) Discuss the causes of Stress at workplace. (8 marks)

Q4 (b) What is Meditation? Discuss some popular techniques of Meditation. (7 marks)

OR

Q4 (c) Discuss the qualities of Karta in Joint Hindu Family Business. (8 marks)

Q4 (d) Describe the concept of Brainstorming along with its advantages and limitations. (7 marks)

Q5 (a) What are the qualities of a well rounded personality as per Indian Management thought ? (8 marks)

Q5 (b) Compare Gurukul System of Education with Modern System. (7 marks)

OR

Q5 (c) Write short notes on ANY THREE of the following: (15marks)

- i. Dimensions of Work Ethos.
- ii. Corporate Karma
- iii. Values for Indian Managers.
- iv. Management lessons from Arthashastra
- v. Difference between Ethos and Ethics.