

**SUBJECT CODE:20HR /PC/OB14**  
**M.A. DEGREE EXAMINATION, NOVEMBER 2022**  
**HUMAN RESOURCE MANAGEMENT**  
**FIRST SEMESTER**

**COURSE : CORE**  
**PAPER : ORGANIZATIONAL BEHAVIOUR**  
**TIME : 3 HOURS**

**MAX. MARKS: 100**

**SECTION - A**

**ANSWER ALL QUESTIONS. EACH ANSWER SHOULD NOT EXCEED**  
**50 WORDS:**

**(10 X 2 = 20)**

1. List few importance of workplace diversity.
2. Mention the Leadership Skills.
3. Define perception.
4. Differentiate between proactive and reactive change.
5. Define span of control.
6. Write any two causes of stress.
7. What is Emotional Intelligence?
8. List the factors involved in Herzberg's theory.
9. Write a note on leadership grid.
10. What do you mean by charismatic power?

**SECTION - B**

**ANSWER ANY FOUR QUESTIONS. EACH ANSWER SHOULD NOT TO EXCEED**  
**600 WORDS:**

**(4 X 10 = 40)**

11. Explain the challenges and opportunities to Organisational Behaviour.
12. Elaborate five stage group development model.
13. Discuss the factors affecting Organisational Culture.
14. Describe work related attitudes.
15. Enumerate the Negotiation Strategies with suitable example.
16. Explain cognitive evaluation theory. How can it be applied to management practice?

**SECTION - C**

**ANSWER ANY TWO QUESTIONS. EACH ANSWER SHOULD NOT EXCEED 1200**  
**WORDS:**

**(2 x 20 = 40)**

17. If you are a HR manager, what strategy would you use to improve the group performance among employees? Discuss your opinion on group norms.
18. Briefly explain the nature and models of Organisational Behaviour?
19. Develop an example in which you operationalize the Fiedler model.

20. Read the Case Study and answer the following questions :

Mr. Hari, is working in the capacity of a Senior Manager in NSD manufacturing Pvt. Ltd. for the last 20 years. His track record of performance for past 20 years is excellent. He is known as very disciplined and sincere manager. He is being termed as a role model for new appointees by the directors of the Company. Of late, he seems not very happy with the developments in his office. He keeps on grumbling about the new junior managers and their attitude towards job. He strongly opposed the 'Work from Home' policy announced by top management for junior tech savvy managers. Mr. Hari is very strict about work place discipline and reporting timings. This has sparked conflict between him and the new batch of junior managers. He started feeling that top management is very soft on new batch of junior managers and gradually his importance is waning. He is unable to hide frustration and many a times becomes critically vociferous in meetings with top management representatives.

Now there is a question before top management how to console veteran of 20 years and keep cordial relations in an organization?

Questions:

1. Elaborate the different types of conflicts, observed in the above Case Study and possible solutions for it.
2. Consider yourself in the place of top management and describe the strategy to maintain cordial relationship in an organization.

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