

**STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI 600 086**  
**(For candidates admitted during the academic year 2023 - 2024)**

**M.A. DEGREE EXAMINATION, NOVEMBER 2023**  
**HUMAN RESOURCE MANAGEMENT**  
**FIRST SEMESTER**

**COURSE : CORE**

**PAPER : ORGANISATIONAL BEHAVIOUR**

**SUBJECT CODE : 23HR/PC/OB14**

**TIME : 3 HOURS**

**MAX. MARKS: 100**

<b>Q. No.</b>	<b>SECTION A</b> <b>Answer ALL in 50 words</b> <b>(10x2= 20 marks)</b>	<b>CO</b>	<b>KL</b>
1	Outline the nature of organization	1	1
2	Spell out the new challenges in managing workforce	1	1
3	List out the components of attitude.	1	1
4	Define group norms with suitable example.	1	1
5	Define Span of control.	1	1
6	Outline the importance of Departmentalization.	2	2
7	Explain the importance of Emotional Intelligence.	2	2
8	Distinguish between emotions and moods with suitable illustration.	2	2
9	Describe the importance of leadership.	2	2
10	Explain the steps involved in managing politics.	2	2
<b>Q. No.</b>	<b>SECTION B</b> <b>Answer any TWO questions from each K level not exceeding 600 words.</b> <b>(4X10=40 marks)</b>	<b>CO</b>	<b>KL</b>
11	Discuss the role of HR in managing workforce diversity	3	3
12	Identity the different personality traits of the organization with an illustrations	3	3
13	Examine the factors affecting organization culture and climate for the organizational growth perspective	3	3
14	Critically examine the Herzberg's two factor theory and ERG theory and apply it in the present day industrial context	3	4
15	Analyze the source of power and it's relevancy to the industry.	3	4
16	Behavioral and contingency theory of leadership are contemporaries –Discuss in the context of modern day work scenario	3	4
<b>Q. No.</b>	<b>SECTION C</b> <b>Answer any ONE question from each K level</b> <b>(2 x20 = 40 marks)</b>	<b>CO</b>	<b>KL</b>
17	Models of Organizational Behaviour: Autocratic Custodial supportive and collegial- Are these models interconnected- Give your comments	4	5
18	Discuss Group behavior and Stages of Group Development.	4	5
19	In a medium-sized tech company, a conflict emerged between two team leaders, Sarah and Mark. The dispute was centered on resource allocation, with both leaders vying for limited project resources.	5	6

	<p>Tensions escalated, affecting team morale and productivity. To resolve the issue, HR initiated a mediation process, bringing in a neutral third party. Through open dialogue and compromise, Sarah and Mark reached an agreement on a fair resource allocation plan.</p> <p>Discuss the various conflict resolving strategies.</p>		
20	<p>To understand why it's so hard to get things built in India, consider Ashok Kheny's quixotic quest. For 12 years he has sought to create a vision of modern India on the rolling, palm-dotted plains south of Bangalore. Along the way he has become entangled in India's unique blend of politics, bureaucracy, and corruption.</p> <p>Kheny started off with high hopes. A native of Bangalore, he left home after college to get his master's degree in engineering at Worcester Polytechnic Institute in Massachusetts, and then stayed on in America to work as a transportation contractor. In 1995 he returned to Bangalore with a bold proposal: to build a limited-access toll highway between Bangalore and neighbouring Mysore, a ring road around half of Bangalore, and a handful of new townships nearby. The Karnataka state government approved the plan, to Kheny moved back-never suspecting that dynamiting the rocky terrain would turn out to be a snap compared with breaking through India's intransigent bureaucracy.</p> <p>Officially, Kheny and his Nandi Infrastructure Corridor Enterprise Ltd. have been held up by land disputes and government reviews and approvals. But he claims the real problem is that he refuses to go along with the traditional way of getting things done in Karnataka.</p> <p>He won't pay bribes, and he won't buy off landowners or redraw his maps to accommodate them. Landowners and state agencies the project, and so far all have gone in Kheny's favour including an appeal to the country's Supreme court. But the battle isn't over. I get letters and phone calls threatening to kill me and my family." He says—one reason his wife and children have remained behind in the U.S</p> <ol style="list-style-type: none"> <li>1. Will Ashok Kheny be able to accomplish his goals without doing business the traditional way?</li> <li>2. What is the problem of this case? How to overcome the resistance</li> <li>3. Is Ashok kheny undergoes stress. If so, what would be the strategy to overcome stress?</li> <li>4. Being honest is a blessing or curse? As a HR manager how would you analyse the problem and provide solutions.</li> </ol>	5	6