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Solution :-

P.P. Codes - 52903

Q1A) i) b) O.B

ii) a) Masculine

iii) b) Group cohesion

iv) a) Organisation design

v) a) Lay off

vi) b) Selection

vii) b) HRP

viii) a) 360° appraisal

ix) a) KRA's

x) c) Incentives

Q1B) i) True

vi) False

ii) False

vii) True

iii) True

viii) True

iv) True

ix) False

v) False

x) true

Q2) "O.B is field of management that is primarily concerned with understanding, prediction & influencing human behaviour in organisations". (by S.P Robbins) (* Definition by any other author can be quoted as per understanding of students)

Features :-

i) Part of General Management

ii) Human tool for human benefit

iii) Multidisciplinary

iv) Goal-oriented

v) Application oriented

vi) Humanistic & Optimistic Approach

vii) Total system approach

viii) Performance oriented

ix) Science & Art

x) Total Three level of analysis

Q3) Importance :- ~~Q/R~~

i) Understanding Human Behaviour

ii) Directing & Controlling Human Behaviour

iii) Organisational Adaptation

iv) Organizational Effectiveness

v) Motivation

vi) effective communication

vii) Improving Leadership style

viii) Organisational Climate

ix) Good Human Relations.

OR

Q2 a)

Evolution of O.B :

i) Industrial Revolution - work of Robert Owen, Andrew Ure, In India J.N. Tata work.

ii) Scientific Management : F.W Taylor and his principles of Scientific Management. Frank & Lillian Gilberth.

iii) Human Relations Movement :- Personnel departments, Labour movement, Hawthorne studies,

iv) Organisational Behaviour :

Q2 b) Cross-cultural dynamics or cultural diversity means that people of different cultures have different behavioural patterns.

- i) Individualism v/s Collectivism
- ii) Uncertainty Avoidance
- iii) Power distance
- iv) Masculinity v/s Femininity
- v) Time Orientation

2

Q3 Separation is a decision that the individual & the organisation should part.

Forms of Separation

- | | |
|---------------------------|--------------------------|
| i) Resignation | vii) Retirement |
| ii) Dismissal (Discharge) | a) Compulsory Retirement |
| iii) Death | b) Premature Retirement |
| iv) Suspension | c) Voluntary Retirement |
| v) Lay off | |
| vi) Retrenchment | |

OR

Q3 a) Learning organisation is the one that has developed the capacity to continuously learn, adapt & change.

Features

- | | |
|--------------------------------------|------------------------|
| i) Continuous process | vi) Futuristic Outlook |
| ii) Encourages people | vii) Common vision |
| iii) Organisational capabilities | viii) Empowers people |
| iv) Nurtures | ix) focus on teamwork |
| v) Competitive advantage is learning | x) high level trust |

Q3 b) Time Management is process of eliminating wastage of time & proper allocation of time to different elimination of time wasters:-

- 1) Unorderly method of working
- 2) Family tension
- 3) Unnecessary gossip
- 4) Unscheduled visitors
- 5) Procrastination

Rational use of time

- 1) Right & orderly method
- 2) Work priorities
- 3) Work schedule
- 4) Evaluation of activity

9. HRM (2) mgmt of people at work. It is planning, organising, directing & controlling of the procurement, development, compensation, integration, maintenance & reproduction of human resources to the end that individual, organisational & societal objectives are accomplished

Objectives:-

- i) Attain organisational goals
- ii) Utilize human resources effectively
- iii) Enhance job satisfaction & self actualisation
- iv) Individual development
- v) Participate in decision making
- vi) quality life
- vii) To maintain high morale
- viii) Good human relations
- ix) Managing change
- x) Satisfying individual & group needs.

Scope:-

Personnel aspect:-

Recruitment, Selection, placement induction Orientation, Training development, Separations

Welfare aspect:-

Canteen, rest rooms, housing, education, health & other benefits

Industrial relation aspect:-

Union-management relations, joint consultation, collective bargaining, Grievances-

OR

Q4 a) Functions of HRD

- 1) Performance appraisal
- 2) Potential appraisal
- 3) Job Analysis,
- 4) Job Rotation
- 5) Job Enrichment
- 6) Performance Counselling
- 7) Career Planning
- 8) T & D
- 9) O.D
- 10) Employee Welfare

Q4 b) Factors influencing HRP

- 1) External factors
- a) Government Policies
- b) Level of Economic development
- c) Business Environment
- d) Information Technology
- e) Level of Technology

Internal factors:-

- a) strategies of company
- b) HR policy of company

- c) Job analysis
- d) Time Horizons

e) Industrial relations



Q5) ~~Performance~~ **Performance Appraisal**:- It is systematic, periodic and an impartial rating of an employees excellence in matters pertaining to his present job & his potential for a better job.

Traditional Methods

- a) Confidential Report
- b) Free form or Essay
- c) Straight Ranking
- d) Paired comparisons
- e) Forced distribution

Modern Methods

- a) Assessment Centre
- b) Human Resource Accounting
- c) BARS
- d) MBO
- e) 360° appraisal

Any methods of traditional & modern with advantages & disadvantages should be explained.

OR

Q5) a) Components of Pay Structure:-

- Basic Pay
- Allowances C.D.A, House Rent, City compensating, Transport
- Incentives
- Pringe Benefits

b) Career Stages:-

- Exploration stage
- Establishment stage
- Mid-career stage
- Late-career stage
- Decline

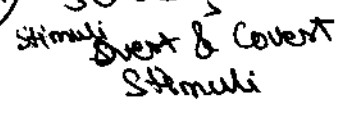
e) Barriers to organisational communication

- Organisational Policy
- Rules
- Status relation
- Complexity in structure
- Organisational Facilities-

c) Conflict Management techniques:-

- Problem Solving
- Super ordinate Goals
- expansion of resources
- Avoidance
- Smoothing
- Bargaining
- Authoritative command

d) SOBC Model



O
organism

B
Behaviour

C
Consequences