

**2022**

**COMMERCE**

**Paper : CC-101**

**[Organisational Behaviour and Human Resource Management (OBHRM)]**

**Full Marks : 40**

*The figures in the margin indicate full marks.*

*Candidates are required to give their answers in their own words  
as far as practicable.*

**Module - I**

Answer *any two* questions.

1. (a) Point out the four processes individuals go through in the input-process-outcome model of organisational behaviour.  
(b) Mention two examples each for surface level diversity and deep level diversity.  
(c) Point out any four individual behaviour on which the level of job satisfaction can have an impact.  
(d) Point out any one impact on work life of individuals who are emotionally stable.  
(e) What type of personality do we attribute to individuals who are arrogant, consider themselves to be important, require excessive admiration and have a sense of entitlement? 2+2+2+2+2
2. (a) What is cognitive dissonance?  
(b) An interviewer rejects one candidate by judging an individual on the basis of single characteristic. Which shortcut technique is followed here by the interviewer?  
(c) Which personality type as per MBTI makes an individual Quiet, Friendly, Responsible and Thorough?  
(d) An employee has been regularly observed to firefight and rescue the organization in difficult situation. What is the 'Interpretation' for such behaviour and what is the 'Attribution cause' as per attribution theory? 2+2+2+(2+2)
3. (a) Which types of groups do not get 'Adjourned' after performing?  
(b) If the mission is fact finding and for gathering diverse inputs then what type of group size will be appropriate?  
(c) Give any four characteristics that makes a group cohesive.  
(d) 'Productivity of the group can be low even if the group is highly cohesive Your views'.  
(e) Point out four behavioural outcomes observed in employees due to organizational politics. 2+2+2+2+2

**Please Turn Over**

4. (a) Identify any two factors that determine the dependence of an individual on another individual.  
(b) Point out any four conflict management techniques.  
(c) How is interactionist view of conflict different from the traditional concept of conflict?  
(d) What are the various stages of socialization process?  
(e) What are the four stages in individual's creative behaviour? 2+2+2+2+2

**Module - II**

Answer *any two* questions.

5. (a) Define Human Resource Management (HRM).  
(b) 'There is no relationship between Human Resource and Human Capital.' — Comment.  
(c) 'Since HRM is a process, its functions must be linked to its objectives.' In this context, bring out the relationship among process, functions and objectives. 2+3+3+2  
(d) Mention any four functions of HRM.
6. (a) In what way Business Process Reengineering (BPR) can pose a challenge to the HR manager? How can this challenge be overcome? (3+2)+5  
(b) Explain any two methods of valuation of Human Capital.
7. (a) Define Human Resource Gap.  
(b) What is the result of the selection process?  
(c) Explain the two important features of Performance Appraisal.  
(d) Why is 360 Degree Appraisal method so named? 2+2+3+3
8. Write short notes on :  
(a) Delphi Technique  
(b) Increasing Quality Consciousness as a major challenge in HRM. 5+5
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