

2023

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) What are the 'Group Level' outcomes in a basic Organizational Behaviour Model?
(b) Point out any two types of discrimination employees encounter in organizations.
(c) Mention any two workplace behaviour that is directly related to employees' job satisfaction.
(d) Point out any one impact on job performance of individuals who are conscientious.
(e) What type of personality do we attribute to individuals who are pragmatic, maintains emotional distance and believes end justify the means? 2+2+2+2+2
2. (a) What is 'Terminal Value'?
(b) An interviewer rejects one applicant by judging the applicant on the basis of his (Interviewer's) own attitude and experience. Which shortcut technique is followed here by the interviewer?
(c) As per Holland's theory, which type of personality is congruent with an accountant's job?
(d) An employee who was regularly observed to come to office on time was suddenly found to be late one day. What is the 'Interpretation' for such behaviour and what is the 'Attribution cause' as per attribution theory? 2+2+2+(2+2)
3. (a) What are the reasons for people joining groups?
(b) Point out the sources from where an individual derives status.
(c) What are the limitations of group decision making?
(d) What are the sources of formal power?
(e) Distinguish between functional and dysfunctional conflict. (2+3+1½+1½+2)
4. (a) Identify any four conflict management techniques.
(b) Point out any four characteristics that capture the essence of organizational culture.
(c) Define 'Political Behaviour'.

Please Turn Over

- (d) Wherefrom do the employees learn culture?
(e) What are the individual level factors that contribute to the political behaviour in individuals?
(2+2+1+2+3)

Module-II

Answer *any two* questions.

5. (a) Mention any two significance of human resource in an organization.
(b) Differentiate between Personnel Management and Human Resource Management (HRM) on any two parameters.
(c) Match the items in Column A with the most appropriate item in Column B :

| Column A | Column B |
|--------------------------|----------------------|
| Resource | Long term |
| Strategic | Personnel Aspect |
| Recruitment | Employee Counselling |
| Mergers and Acquisitions | Human Networks |
| Social Capital | Capability |
| Job Design | Job Structure |

2+2+6

6. (a) What are the aspects to be considered while discussing any emerging challenge in HRM?
(b) Why should organizations align their strategies to the needs of a fast changing business environment?
(c) Why is integration of human dimension tougher as compared to non-human dimensions in case of Mergers and Acquisitions?
(d) Mention any two ways to overcome the challenges arising in HRM from workforce diversity.
(e) Define Human Resource Accounting. 2+2+2+2+2
7. (a) Give any two synonyms for the term 'Human Capital'.
(b) Which method of valuation of Human Capital is based on notional cost that may be required to acquire a new employee?
(c) Name the process that ensures that right people, at the right place and at the right time are available in an organization. Also mention one of its importance.
(d) 'Human Resource needs may be forecasted by the Managerial Judgement Method'– what is the basis of this method?
(e) A company X Ltd. plans to manufacture 20,000 units of a product 'A' next year. If one worker is able to manufacture 2 units of this product in an hour, how many workers will be required next year? In this company, a normal working day starts at 9 AM and ends at 5 PM with a one hour lunch break in between and there are 300 working days in a year. 2+2+(1+1)+2+2

(3)

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8. (a) Define Job Specification.
- (b) 'Selection is considered a positive process'. Do you agree? Give reasons for your answer.
- (c) How does Performance Appraisal help in training and development of employees?
- (d) Briefly explain the Forced Distribution method of Performance Appraisal. 2+(1+2)+2+3
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