

**GUJARAT NATIONAL LAW UNIVERSITY
GANDHINAGAR**

Course: Organizational Behaviour and Human Resource Management
Semester-I (Batch: 2016-18)

MBA End Semester Examination: October-2016

Date: 15th October, 2016

Duration: 3 hours

Max. Marks: 60

Instructions:

- Read the questions properly and write the answers in the given answer book.
- The respective marks for each question are indicated in-line.
- Do not write any thing on the question paper.
- Indicate correct question numbers in front of the answers.
- No questions or clarifications can be sought during the exam period, answer as it is, giving reason, if any.

	Part-A	Marks
<p>Q.1 Discuss any five of the following with suitable examples:</p> <p>(a) Strengths and weaknesses of group decision making</p> <p>(b) ASA theory of individual behaviour</p> <p>(c) Importance of feedback and rewards</p> <p>(d) Advantages and disadvantages of email communication</p> <p>(e) Stress management</p> <p>(f) Conflict management</p>	(5x2=	10)
<p>Q.2 Answer any four of the following questions:</p> <p>(a) As a manager, would you like to promote conflict or avoid conflicts? Give your reasons with examples.</p> <p>(b) How can political process in organizations be used for enhancing organizational effectiveness?</p> <p>(c) Why is it important for top executives to value and support leadership demonstrated at all levels of the organization?</p> <p>(d) Discuss any two theories of motivation in detail.</p> <p>(e) Why is it essential for an effective manager to be an effective communicator too?</p>	(4x3=	12)
<p>Q.3 Answer the following questions:</p> <p>(a) In your opinion, is there a relationship between, emotional intelligence, age, gender and experience? Justify with suitable example.</p> <p>(b) Rajat argues, "For every worker, there is one best motivational application to drive performance." Sheetal responds, "Not at all – there is no single best way to motivate anyone." Who is correct?</p>	(2x4=	08)

Part-B

<p>Q.4 Answer the following questions in detail.</p> <p>(a) "HRM policies and principles contribute to the effectiveness, continuity and stability of the organization". Give your viewpoint regarding the statement with appropriate rational.</p>	(2x5=	10)
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- (b) Define recruitment. Explain the advantages and disadvantages of internal and external recruitment.

Q.5 Read the case study and answer the questions given below.

(2x5=
10)

- (a) How can 360 degree feedback mechanism help Otis revamp its performance management system?
(b) What critical inputs need to be considered while evaluating by customers, peers and bosses?

Case:

Farmington, Connecticut-based Otis Elevator is the world's largest manufacturer, installer, and servicer of elevators, escalators, moving walk-ways, and other vertical and horizontal passenger transportation systems. Otis products are offered in more than 200 countries worldwide, and the company employs more than 63,000 people. Among its many installations are the Eiffel Tower, Sydney Opera House, Vatican, CN Tower (Toronto), and Hong Kong Centre.

For years, the company had an ineffective performance management system that was excessively time consuming and inspired little confidence among employees or managers. In revamping its performance management, Otis moved toward a system that provided performance feedback based on critical strategic competencies related to the company's new focus on project teams. For this realignment into project teams to be successful, managers were required to demonstrate specific competencies both team leadership and project management, as well as remain accountable for the financial and operating results of projects.

Realising that critical feedback in these areas could not come exclusively from immediate supervisors, Otis had a custom-designed 360 degree feedback system developed that provided managers with feedback from those most directly affected by their performance; their subordinates, peers and customers. The system provides ratings on several critical core competencies and is administered entirely online via the company Internet. The online system is easy to use, employs encryption technology to secure all data, and allows a performance review to be completed in 20 minutes. The system allows Otis to provide performance feedback in tandem with the organization's strategic objectives; in far more efficient than the previous paper driven system; and perhaps, most importantly, has restored employee faith in the company's performance feedback system.

Q.6 Answer any two of the following questions:

(2x5=
10)

- (a) Explain in detail the Universalistic perspective and the Contingency perspective to strategic HRM.
(b) Explain the term selection. Write a detailed note on the selection process.
(c) Differentiate between:
(i) Training and education
(ii) Human resource management and personnel management
