

**GUJARAT NATIONAL LAW UNIVERSITY
GANDHINAGAR**

Course: **Organizational Behaviour and Human Resource Management**
Semester- III (Batch: 2021-26)

End Semester Examination: November 2022

Date: 11th Nov, 2022

Duration: 3 hours

Max. Marks: 50

Instructions:

- Read the questions properly and write the answers in the given answer book.
- Do not write anything on the question paper.
- The respective marks for each question are indicated in-line.
- Indicate correct question numbers in front of the answer.
- No questions or clarification can be sought during the exam period, answer as it is, giving reason, if any.
- Word limit: 10 marks: 500-600 words, 5 Marks: 300-350 words.
- Note- In Question 4 word limit is not applicable as it is more creative and presentation based question.

Q.1 Read the below given case facts and answer the questions with appropriate reasoning.

Marks
(5x2=
10)

Voiding the “License to Discriminate”

Kamala Sohoni in 1933 was rudely shocked when Dr. C.V. Raman (the first Asian to win the Nobel Prize in Physics) denied her admission to Indian Institute of Science (IISc) because she was a woman. Her father and uncle who had studied Chemistry at IISc Bangalore were also shocked at the denial. Narayan Bhagvat, father of Kamala Sohoni, shared with Dr. Raman the fact that Kamala was a topper from Bombay Presidency College and was committed to studying science. After much pleading, Dr. Raman agreed to admit Kamala only if she fulfilled some very gruelling conditions which included her not being allowed as a regular candidate, working in the laboratory from 6 am to 10 pm each day, and not spoiling the environment in the laboratory. Kamala negotiated time to play tennis each day for 30 minutes and agreed to all the conditions. She not only completed her post graduation with flying colours, but she became the first woman from India to be conferred doctorate from the University of Cambridge. Seeing her success Dr. Raman relented and allowed women to be admitted to IISc in the later years.

Being the first woman in IISc, Kamala Sohoni had to navigate the challenges of being permitted to join the male-dominated environment and faced barriers toward “full participation” due to her gender. In the workplace, tokenism refers to minority members being hired into a position because they are different from other members and, sometimes, to serve as proof that the organization or group is non-discriminatory. Once in their positions, tokens are given work that would be stereotypically suitable for their demographic. For example, women may be given stereotypically female tasks instead of other tasks that they would be perfectly capable of performing. By engaging in tokenism, organizations may fall prey to a moral licensing effect, where employers are more likely to engage in prejudicial or unethical behaviour when they have initially behaved in a

morally acceptable way (like in believing that selecting or including one minority member is a proof of the group being non-discriminatory).

- a) Organizations use a variety of diversity management strategies to make employees more aware of and sensitive to the needs of others. Do you think that these same practices may inadvertently (or intentionally) lead to tokenism or moral licensing? Why or why not?
- b) What do you think can be done to limit tokenism in workgroups and organizations?

Q.2 In the wake of COVID-19 companies in many industries have adopted work-from-home policy. Indian IT sector too adopted this policy. However, off late, it is observed that the IT companies in India are facing the problem of moon-lighting (employees taking two jobs simultaneously). (5x2=10)

- a) How does moon-lighting affect the organization and its performance?
- b) What appropriate measures can be taken by IT companies to curb the menace of moon-lighting?

Q.3 Answer **any two** of the following questions: (5x2=10)

- a) Are gossips at workplace inherently bad? Why or why not?
- b) How do individual differences influence negotiations?
- c) Do you think certain tasks are inherently boring and thus cannot be changed? If yes, what are they? If there are tasks that cannot be made more interesting, how can the negative effects of boredom be mitigated for the employees who must perform those tasks?

Q.4 Consider that you are working as Assistant Manager (Human Resources) at Bharti Airtel Limited. You have to fill a vacancy of General Manager in the Business Development area at the company's western region in India. Prepare an advertisement draft for the stated vacancy carrying Job description and Job specification in it. You are also given a free hand to put any other information in the advertisement as you deem fit. (10)

Q.5 Answer **any two** of the following questions: (10)

- a) Write a detailed note on how to identify red flags in a resume that can indicate areas of weaknesses of the candidate.
- b) How incivility behaviours from a prima donna employee may affect the organization? Would you hire a prima donna employee?
- c) What are the causes and consequences of abuse of power?
