

**Online PGDM**

**First Year, Trimester II, 2024**

**Course Name:** Human Resources and Behavioral Science

**Max Marks : 70**

**Course Code: 2101**

**Max Time : 2 Hrs**

***Instructions for Students:***

- All questions are compulsory.
- Multiple Choice Questions: Choose a single option for answering the questions carrying one mark each.

**Section A: Objective Type Questions**

**Max. Marks 20 (1x20)**

1. Which term refers to the HR manager putting into place the policies and practices that produce the employee competencies and skills the company needs to achieve its strategic goals?
  - A. HR department lever
  - B. Strategic results lever
  - C. Practices
  - D. Employee cost lever
2. Performance Appraisals are based on?
  - A. Performance Standards
  - B. Underperformance
  - C. Trainings
  - D. Demotions
3. All of the following are major areas in which an HR manager assists and advises line managers EXCEPT \_\_\_\_\_.
  - A. Recruiting
  - B. Hiring
  - C. Customer relations
  - D. Compensation
4. John is a manager looking at HR scorecard data through a \_\_\_\_\_, which presents the manager with desktop graphs and charts, showing a computerized picture of how the company is doing on all the metrics from the HR scorecard process.
  - A. Digital dashboard
  - B. Strategy map
  - C. HR audit
  - D. Mission plan
5. Recently, the Government of India has formulated \_\_\_\_\_ labour codes and published these Codes in the Official Gazette for general information.
  - A. 3
  - B. 29
  - C. 4
  - D. 7
6. Which one of the following is the primary disadvantage of using highly structured interviews during the employee selection process?
  - A. Higher potential for bias
  - B. Limited validity and reliability
  - C. Inconsistency across candidates

- D. Reduced opportunities for asking follow-up questions
7. Which one of the following terms refers to any salary increase the firm awards to an individual employee based on his or her individual performance?
- A. Competency-based pay
  - B. Variable pay
  - C. Merit pay
  - D. Base pay
8. How does merit pay differ from a bonus?
- A. Merit pay becomes part of an employee's base pay, but a bonus does not
  - B. A bonus becomes part of an employee's base pay, but merit pay does not
  - C. Merit pay is linked to individual performance, while a bonus is linked to profits
  - D. A bonus is linked to individual performance, while merit pay is linked to profits
9. Performance management is shifting towards \_\_\_\_\_.
- A. Attritions
  - B. Talent Acquisitions
  - C. Underperformance
  - D. Performance Development
10. Which one of the following is an advantage of a behaviorally anchored rating scale?
- A. It is easier for the rater to score the rate high on all dimensions
  - B. It is easier for the rater to determine superior, average, and poor performance
  - C. The rater can determine for each rate which dimensions to score
  - D. This type of scale eliminates rater biases
11. Which HR specialty involves preparing job descriptions?
- A. Compensation manager
  - B. None of these
  - C. Job analyst
  - D. Recruiter
12. The ongoing process of systematically identifying, assessing, and developing organizational leadership to enhance performance is known as \_\_\_\_\_.
- A. Employee mentoring
  - B. Succession planning
  - C. Work sampling
  - D. Employee recruiting
13. Coalition is one of the tactics that can be played for politics.
- A. True
  - B. False
14. Information Power can be explained through?
- A. Grapevine
  - B. Lime Soda
  - C. Networking
  - D. None of these
15. Which of the following types of power is based on "Exchange Relationship"?
- A. Referent Power
  - B. Reward Power
  - C. Legitimate Power
  - D. Expert Power

16. Bottom-up source of power can come from someone's personal?
  - A. Charisma
  - B. Networking
  - C. Authority
  - D. Political Behaviour
  
17. Coercive Power is used to dictate T&Cs and do's & don'ts in organization.
  - A. True
  - B. False
  
18. Which theory/theories says that "we are happy because we have reached our goals"?
  - A. Need Satisfaction Theories
  - B. Process activity theories
  - C. Genetic/Personality Disposition
  - D. All of the above
  
19. High Skill + High Challenge = Flow
  - A. True
  - B. False
  
20. One of the 4 Ps contribute to happiness at work
  - A. Profit
  - B. Process
  - C. Purpose
  - D. None of the above

**Section B: Subjective Type Questions (Short Answer Questions) – Answer any two (Max. Marks-10)**

1. "Power Corrupts and Absolute Power Corrupts Absolutely". In the light of the statement, briefly explain the interplay of power and politics in organizations with example. (5 Marks)
  
2. Explain the performance appraisal process briefly? (5 Marks)
  
3. "Happiness at work is not stable and changes with workplace conditions". Briefly explain about the theories postulating this statement. (5 Marks)
  
4. Briefly explain the five domains of well-being with suitable examples. (5 Marks)

**Section C: Subjective Type Questions (Long Answer Questions) – Answer any four (Max.Marks-40)**

1. Mary was a successful senior executive working for a large insurance company. She was the person that you wanted to have when things did not go well. Everybody loved her for her enthusiasm, never-ending motivation and her vision of taking the organization to the next level. About one year after this bright star was brought in and produced so well she started getting bored. She was quite the character, so with her humor and high spirits she was able to mask her unhappiness. When she accepted an offer at another firm nobody could believe it. Her boss did not understand her reasons, her team was disappointed, and her peers simply didn't get it.

- (a) Please convey your views on what could have prevented this situation? (5 marks)
- (b) What could the company have done to prevent this star performer's departure? (5 marks)

2. Politics can help in gaining power and turning opportunities into positive outcomes. Explain, how different political labels such as “Apple Polishing, Creating Conflict, Perfectionist, Whistle-blowing and Blaming Others” can be used as effective management tactics in the workplace. (10 Marks)

3. A mid-size organization faced with a strategic problem of retaining essential employees for the business, which affected their growth strategy; they had faced a problem with creating happiness at work. Because of the loss of staff, they couldn't take on more clients. At the same time, they had problems with their current projects; milestones were not delivered and quality was not according their standards. Expanding the organisation was no longer possible because they were losing talented people fast. That meant that every team was more or less in permanent crisis. So, the consultant was asked to help them improve the retention rate. (10 marks)

a) What steps did consultant take to assess the issue?

b) What were the key factors HR identified and what was the outcome of consultant's intervention

4. Compensation is becoming softer in nature by integrating ESOP and other incentives. Companies are developing compensations in the way that it sounds thicker and attractive. Recently, candidates focus is towards in hand salary and therefore, the acceptance rate of offers is a concern. Organizations hence shifting their focus from compensation to culture rather than only on compensation. Job security, respect and care are the three values that can attract best talent in organizations. Companies like Tata, Birlas and many more are few best groups that are desired destination for candidates today. How you see above context? (10 marks)

5. You are the Training manager for an IT organization which sells ERP software. Your organisation has decided to cater to a new industry vertical which is 'Banking'. Your HR Manager wants to have a mix of new and old employees in the new sales team. The Recruitment team has been briefed that the new sales executives should have prior experience of selling similar or other IT products in the banking sector. You plan to train these people in your ERP technology as a part of their orientation.

(a) You have been given the task of doing a domain (Banking) specific training for your old sales guys who are proficient at selling the ERP solution but have no clue about the Banking sector.

(b) How will you approach this challenge?

(10 marks)