

Only for 2021
AD admitted
Regular
Students

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT
Office of the Dean
March - April 2023

Full Marks: 100
Pass Marks: 50
Time: 3 Hrs.

BIM / Second Semester / MGT 241: Organizational Behavior and Human Resource Management

Candidates are required to answer the questions in their own words as far as practicable.

Group "A"

Brief Answer Questions:

[10 × 2 = 20]

1. What is the meaning of attitude?
2. State the perceptual process.
3. Point out different types of intrapersonal conflict stages.
4. Give the meaning of organizational stress.
5. Point out four features of organizational development
6. Write down four characteristics of human resource planning.
7. What is the purpose of job analysis?
8. Make a list of any four objectives of training.
9. Define selection.
10. Write any two motivational techniques for young employees.

Group "B"

Short Answer Questions: (Attempt any SIX Questions)

[6 × 5 = 30]

11. Explain different behavioral challenges for managers in organizations.
12. Discuss the factors affecting perception.
13. Describe the need of job satisfaction to employees.
14. Explain different sources of organizational conflict.
15. Explain in brief, internal source of employees recruitment.
16. Describe the qualities of effective rewards?
17. Explain the relationship between employee participation and motivation.

Group "C"

Long Answer Questions: (Attempt any THREE Questions)

[3 × 10 = 30]

18. Human Resource Management is an essential part of any kind of organization. For effective and efficient organizational performance, human resources planning are the key factors to carry out all the activities. Based on the lines, explain processes of human resource planning.

19. Explain major personality attributes influencing organizational behavior.
20. Critically analyze the need of employees' behavior modification in growing organizations..
21. Employees may have problems and grievances with the organization. Managers need to consume major time for grievance handling. Suggest effective grievance handling process in organization.

Group "D"

Comprehensive Answer / Case / Situation Analysis Questions:

[4 × 5 = 20]

22. Read the following case carefully and answer the questions that follow:

A New Project had its headquarters above an Italian restaurant in Portsmouth, New Hampshire. The project had five full-time employees, and during busy times of the year, particularly the month before Christmas, it hired as many as six part-time workers to type, address envelopes, and send out mailings. Although each of the five full-timers had a title and a formal job description, an observer would have had trouble telling their positions apart. Suzanne Clammer, for instance, was the executive director, the head of the office, but she could be found typing or licking envelopes just as often as Martin Welk, who had been working for less than a year as office coordinator, the lowest position in the project's hierarchy.

Despite a constant sense of being a month behind, the office ran relatively smoothly. No outsider would have had a prayer of finding a mailing list or a budget in the office, but project employees knew where almost everything was, and after a quiet fall they did not mind having their small space packed with workers in November. But a number of the federal funding agencies on which the project relied began to grumble about the cost of the part-time workers, the amount of time the project spent handling routine paperwork, and the chaotic condition of its financial records. The pressure to make a radical change was on. Finally, Martin Welk said it: "Maybe we should get a computer."

To Welk, fresh out of college, where he had written his papers on a word processor, computers were just another tool to make a job easier. But his belief was not shared by the others in the office, the youngest of whom had fifteen years more seniority than he. A computer would eat the project's mailing list, they said, destroying any chance of raising funds for the year. It would send the wrong things to the wrong people, insulting them and convincing them that the project had become another faceless organization that did not care.

They swapped horror stories about computers that had charged them thousands of dollars for purchases they had never made or had assigned the same airplane seat to five people. "We'll lose all control," Suzanne Clammer complained. She saw some kind of office automation as inevitable, yet she kept thinking she would probably quit before it came about. She liked hand-addressing mailings to arts patrons whom she had met, and she felt sure that the recipients contributed more because they recognized her neat blue printing. She remembered the agonies of typing class in high school and believed she was too old to take on something new and bound to be much more confusing. Two other employees, with whom she had worked for a decade, called her after work to ask if the prospect of a computer in the office meant they should be looking for other jobs. "I have enough trouble with English grammar", one of them wailed. "I'll never be able to learn Pascal or Lotus or whatever these new languages are."

One morning Clammer called Martin Welk into her office, shut the door, and asked him if he could recommend any computer consultants. She had read an article that explained how a company could waste thousands of dollars by adopting integrated office automation in the wrong way, and she figured the project would have to hire somebody for at least six months to get the new machines working and to teach the staff how to use them. Welk was pleased because Clammer evidently had accepted the idea of a computer in the office. But he also realized that as the resident authority on computers, he had a lot of work to do before they went shopping for machines.

Questions:

- a. What are the different issues raised in the above case.
- b. What kinds of resistance to change in employees of the project do you find in the case? What are the causes of resistance?
- c. How Martin Welk can overcome the resistance to change?
- d. What different organization development (OD) interventions do you suggest in this case?

