Please read each of the following instructions carefully before attempting questions:

There are EIGHT questions divided in Two Sections and printed both in HINDI and in ENGLISH. Candidate has to attempt FIVE questions in all.

Question Nos. 1 and 5 are compulsory and out of the remaining, THREE are to be attempted choosing at least ONE question from each Section.

The number of marks carried by a question/part is indicated against it.

Answers must be written in the medium authorized in the Admission Certificate which must be stated clearly on the cover of this Question-cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.

Word limit in questions, wherever specified, should be adhered to.

Assume suitable data, if considered necessary, and indicate the same clearly.

Attempts of questions shall be counted in sequential order. Unless struck off, attempt of a question shall be counted even if attempted partly. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.
Q. 1 Explain the following (each in about 150 words) : 10x5=50

Q. 1(a) Balance Score Card

Q. 1(b) VUCA World

Q. 1(c) Force Field Analysis

Q. 1(d) Psychological Contract

Q. 1(e) Accountability vs Responsibility.

Q. 2(a) “Competitiveness of Indian industry is directly linked with digitisation initiatives.” Identify the issues involved and implication of this statement. 20

Q. 2(b) “Since liberalisation there has been continuous pressure on the functioning of regulatory agencies which monitor Indian business organisations.” Evaluate this statement and suggest remedial measures to enhance their effectiveness. 20

Q. 2(c) What is meant by empowered organisations? Suggest steps to foster an empowered organisation. 10
Q. 3(a) According to Hendry Mintzberg, how does the power dynamics between various parts of the organisation result in different structural forms of organisation? What are these structural forms, and how do they affect organisational effectiveness?

Q. 3(b) “Organisation culture is the long term phenomenon that decides the success or failure of the mission and vision of the organisation and ultimately its survival in the current global scenario.” Explain this statement and also identify the cultural problems of modern business organisations.

Q. 3(c) In post modern organisations, are traditional concepts like line and staff functions irrelevant? Do you think so? Give arguments in support of your answer.

Q. 4(a) “S-O-B-C model gives only a bare bones sketch of organisation behaviour rather than a full blown explanation. However it can serve as a conceptual framework for organisational behaviour.” What do you mean by this statement? Give suggestions to enrich this model.

Q. 4(b) What is positive psychology? How can Indian companies use the concepts of the same to foster entrepreneurial thinking in their workforce? Explain.

Q. 4(c) “Organisational citizenship behaviour enhances the effectiveness of quality circles.” Comment.
Q. 5 Explain the following (each in about 150 words) : 10×5=50

Q. 5(a) व्यवहारिक स्थिरक मापन मापदंड।
   Behavioural Anchored Rating Scale. 10

Q. 5(b) मानव संसाधन लेखाकार।
   Human Resource Accounting. 10

Q. 5(c) विवाद संकल्प में संरचना बनाना मध्यस्थता।
   Conciliation vs Mediation in Disputes Resolution. 10

Q. 5(d) कलम बन्द हड़ताल बनाना और बन्द हड़ताल।
   Pen down strike vs Tool down strike. 10

Q. 5(e) ललाबंदी पर रोक।
   Banning Lockouts. 10

Q. 6(a) “कैफेटीरिया योजना कुछ निश्चित सीमाओं के साथ व्यक्तिगत कर्मचारियों को अपने एक मुख्य अनुसार शुरू करने हेतु निर्णय लेने की अनुमति देती है।” विवेचन कीजिए। इस कार्य के निर्देशार्थ का परिणाम कीजिए।
   “Cafeteria Scheme allows individual employees to decide, with certain limits, on the make up of their Fringe Benefits Package.” Discuss. Also examine the implications of this statement. 20

Q. 6(b) “कार्यालय कर्मचारियों की तुलना में शोध एवं विकास विभाग में कार्यरत वैज्ञानिकों एवं अभ्यासताओं के लिए कार्य विविधता, कार्य विविधता तथा कार्य विशिष्टीकरण का प्रयास करना अपेक्षाकृत अधिक कठिन है।” चर्चा कीजिए तथा इस प्रकार की चुनौतियों को प्रभावी ढंग से समाधान करने में मानव संसाधन विभाग प्रबंध की किस प्रकार मदद कर सकता है?
   “Compared to factory workers, it is more difficult to attempt job analysis, job description, and job specification for the Scientists and Engineers working in Research and Development Departments.” Comment. How does the HR Department help management to address these challenges effectively? 20

Q. 6(c) निश्चित मूल्यांकन पर ‘हलो प्रभाव’ का क्या प्रभाव होता है ? व्याख्या कीजिए।
   What is the impact of ‘Halo Effect’ on Performance Appraisal? Explain. 10
Q. 7(a) "360° प्रतिक्रिया पद्धति लोकप्रिय होती जा रही है।" चर्चा कीजिए। भारत में इसके प्रभावी क्रियान्वयन में आने वाले अवरोधों का भी परिक्षण कीजिए।

"360° feedback system is gaining popularity." Comment. Also examine the barriers to its effective implementation in India. 20

Q. 7(b) "I.T. Companies in India seek special concessions in the Factories Act of 1948, for their establishments." What are these concessions ? Do you agree that these should be granted ? Give arguments in support of your answer. 20

Q. 7(c) "Constitutional provisions are in favour of Workers Participation in Management, but its implementation requires effective strategies." Discuss. 10

Q. 8(a) "Majority of I.T. Companies are keen to reduce their labour turnover." What are the reasons for it ? How could exit interviews and post exit questionnaires enable them to do so ? Comment. 20

Q. 8(b) "Collective bargaining requires mutual trust among key stakeholders within an industry." Comment. What considerations are to be taken into account in managing collective bargaining arrangements ? 20

Q. 8(c) "Changing Indian labour legislations is the last unfinished agenda since 1991." Assess its rationale. 10