

HR
Done

[Time: 2.30 Hours]

[Marks: 75]

- N.B.**
1. Please check you have right question paper.
 2. All questions are compulsory.
 3. Answers to sub-questions must be written together.

Q.1 A Fill in the blanks choosing correct option. (Any 8)

[8]

1. _____ is positive stress.
a. Anstress b. Eustress c. Distress d. Good-stress
2. _____ is beliefs of a community which distinguish one culture from another.
a. Ethics b. Ethos c. Morality d. legality
3. _____ is the term used for higher consciousness.
a. Bhedna b. Brain Storming c. Chetana d. Kamna
4. _____ is a mental state or emotional stability wherein people accept pleasure and pain, joy and sorrows as a part of life.
a. Equality b. Equanimity c. Ethics d. Ethnicity
5. _____ approach means that we all are one and interconnected with each other.
a. Holistic b. Equality c. Equanimity d. Divided
6. Brainstorming is _____ management concept.
a. Indian b. Western c. Historic d. Pre-historic
7. _____ is salvation or liberation.
a. Kama b. Dharma c. Moksha d. Adharma
8. _____ was written by Kautilya.
a. Mahabharat b. Vedas c. Arthashastra d. Akbarnama
9. The members of Joint Hindu Family business are known as _____.
a. Parents b. Coparceners c. Employees d. Jobseekers
10. Trans- Cultural Human Values are _____ across different cultures of the world.
a. Different b. Same c. Variable d. Varying

Q.2 B. State if the following statement is True or False (Any 7):

[7]

1. 'Nishkama Karma' attaches desire of result with work.
2. Brainstilling is an Indian concept, derived from Indian Scriptures.
3. Gurukul System had fixed syllabus like western education system.
4. Esteem Need is one of the needs according to Maslow Theory of Hierarchy of Needs.
5. Sudra is referred to trading community.
6. Meditation helps to decrease depression.
7. Chronic stress is short term, having no implication on individual's health.
8. 'Yuj', from which the word Yoga is derived, means 'to divide'
9. Transformational leaders motivate people using 'rewards and punishment'.
10. Kaizen is originally an Indian concept.

- Q.2 a) Define Indian Ethos. State its relevance for Indian Organizations. [8]
b) Discuss the Management lessons we can learn from Mahabharat. [7]

OR

- c) State the features of Indian Ethos. [8]
d) How is Indian Management System different from that of Western? [7]

- Q.3 a) State the meaning of Work Ethos. What are the factors leading to poor work ethos? [8]
b) What is Value of Based Management? Discuss its importance. [7]

OR

- c) Describe the importance of transcultural values in management. [8]
d) State the difference between Spiritual and Secular Values in Management. [7]

- Q.4 a) State the meaning of Stress. What are the various physiological and behavioral outcomes of stress? [8]
b) What is Meditation? State any five techniques of Meditation in brief. [7]

OR

- c) State the characteristics of Transformational Leadership. [8]
d) Describe the qualities of Karta. [7]

- Q.5 a) Discuss the advantages of Gurukul Education System over western system. [8]
b) State different determinants of Personality. [7]

OR

- c) Attempt any three of the following: [3X5=15]

- (i) Corporate Karma
(ii) Ethics Vs. Ethos
(iii) Brain Storming
(iv) Joint Hindu Family Business
(v) Meditation and its benefits

Duration: 2 ½ Hours

Max. Marks: 75

Note:

1. All questions are compulsory. (Subject to internal Choice)
2. Figures to the right indicate full marks.
3. The normal distribution table is printed on the last page for reference.
4. Support your answers with diagrams/illustrations wherever necessary.
5. Graph paper will be supplied on request.

Q1 A) State whether following Statements are True or False (Any Eight)

08

1. Linear Programming Problems consist of decision variables, an objective function, and constraints.
2. In the Graphical Method of Linear Programming, the feasible region is always a polygon.
3. The Assignment Problem can have multiple optimal solutions.
4. In a balanced transportation problem, the total supply must be equal to the total demand.
5. Dummy activities are used in network diagrams to maintain logical dependencies.
6. The Program Evaluation and Review Technique (PERT) considers three time estimates for activity duration.
7. Crashing a project reduces both time and cost simultaneously.
8. In job sequencing, idle time refers to the time a machine remains unutilized.
9. A two-person zero-sum game means that one player's gain is exactly equal to the other player's loss.
10. In the Simplex Method, slack variables are introduced to convert inequalities into equations.

Q1 B) Match the Column Questions: (Any SEVEN)

07

Column A	Column B
1. Feasible Region	a) Method to solve transportation problems
2. Redundant Constraint	b) Project scheduling technique
3. Decision Variables	c) Represents unused or excessive restrictions in LPP
4. Unbounded Solution	d) Graphical area satisfying all constraints in LPP
5. Duality in Linear Programming	e) Used in Linear Programming Formulation
6. MODI Method	f) When there is no finite optimal solution
7. Slack Variable	g) Difference between primal and dual problems
8. Network Diagram	h) Extra variable added to convert " $\leq$ " constraint into equality
9. Zero-Sum Game	i) One player's gain is equal to the other player's loss
10. Least Cost Method (LCM)	j) Heuristic approach for transportation problems

- Q2 A)** Vitamins B_1 and B_2 are found in two foods F_1 and F_2 . 1 unit of F_1 contains 3 units of B_1 and 4 units of B_2 . 1 unit of F_2 contains 5 units of B_1 and 3 units of B_2 . The minimum daily prescribed consumption of B_1 & B_2 is 50 and 60 units, respectively. The cost per unit of F_1 & F_2 is Rs.6 & Rs.3, respectively. 08

Formulate as LPP (Linear Programming Problem).

- Q2 B)** Solve the following Linear Programming problem by simplex method. 07

Max. $Z = 3x_1 + 5x_2$

Subject to the constraints:

$x_1 + x_3 = 4$

$x_2 + x_4 = 6$

$3x_1 + 2x_2 + x_5 = 12$

$x_1, x_2, x_3, x_4, x_5 \geq 0$

Does degeneracy occur in this problem?

OR

- Q2 C)** During the modification of a factory layout at BMS Auto Parts, four newly acquired machines— M_1 , M_2 , M_3 , and M_4 —need to be installed in a machine shop. The shop has five available locations: A, B, C, D, and E, which are suitable for installation. 08

However, due to size constraints:

- M_2 cannot be placed at C, and
- M_3 cannot be placed at A.

The installation cost (in hundreds of rupees) for each machine at different locations is given in the following table:

Machines	Location				
	A	B	C	D	E
M_1	9	11	15	10	11
M_2	12	9	X	10	9
M_3	X	11	14	11	7
M_4	14	8	12	7	8

Find the optimal assignment that minimizes the total installation cost.

- Q2 D)** Solve the following LPP by the graphical Method 07

Maximize $Z = 50x_1 + 20x_2$

Constraints:

$x_1 + x_2 \leq 600$

$x_1 + x_2 \geq 300$

$6x_1 + 2x_2 \geq 1200$

$x_1, x_2 \geq 0$

Q3 A) For a project, different activities along with time and cost estimates are given below:

08

Activity	Normal Time (Days)	Crash Time (Days)	Cost Slope ($\Delta C/\Delta T$) (Rs)	Normal Cost (Rs)
1 - 2	4	3	30	100
1 - 3	6	4	50	250
1 - 4	2	1	20	45
2 - 4	5	3	50	100
3 - 4	2	2	NIL	150
2 - 5	7	5	35	120
4 - 5	4	2	60	115

Indirect cost is Rs. 100 per day.

- Construct the project network and identify the critical path. What is the normal duration and corresponding total cost of the project?
- Systematically Crash the project and find the minimum cost and optimal time. Also, find out the additional costs required to reach the optimal time.
- Find the total cost required to reach the minimum time.

Q3 B) A company is transporting its units from three factories F_1 , F_2 , and F_3 to four warehouses W_1 , W_2 , W_3 , and W_4 . The transportation cost per unit (in Rs.), along with supply and demand details, is provided below. The total demand for warehouses is as follows: W_1 : 400 units W_2 : 500 units W_3 : 700 units W_4 : 800 units. The total supply available from the factories is: F_1 : 800 units F_2 : 600 units F_3 : 1000 units

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A feasible solution, including allocations and unit cost data, is presented in the table below.

From $\rightarrow$ To	W_1	W_2	W_3	W_4	Supply
F_1	12 300	6 500	20	25	800
F_2	6 100	11	15 500	12	600
F_3	9	15	17 200	7 800	1000
Demand	400	500	700	800	2400

- Test the given solution for optimality using the Modified Distribution Method (MODI Method).
- If the solution is not optimal, modify it to obtain the best possible solution.
- Determine the minimum transportation cost.

OR

Q3 C) M/s Motwani Limited have taken up a special project consisting of 10 activities whose three point time estimates are listed in the table below. Activities are marked with their node numbers.

15

Activity	Time Estimates in Weeks		
	Optimistic	Most Likely	Pessimistic
1-2	1	2	3
1-3	1	2	3
1-4	1	2	3
2-5	4	9	20
3-5	2	5	14
3-7	3	6	15
5-7	1	2	9
4-6	2	4	6
6-7	3	3	3
7-8	4	4	4

- Draw network diagram and find expected completion time of project.
- Identity critical path.
- Find the probability that the project is completed in 17 weeks.
- What is the probability that the project will not be completed in 20 weeks?
- If the project includes a penalty clause of Rs.1,000 per week for any delay beyond 19 weeks. What is the probability of paying a penalty of more than Rs. 5,000.

Q4 A) Six jobs P, Q, R, S, T, and U are to be processed on two machines M and N in the order MN. The processing time (in minutes) for each job on the respective machines is given below:

08

Jobs	Machine M	Machine N
P	28	50
Q	20	35
R	42	25
S	16	30
T	33	22
U	26	45

Find:

- The optimal sequence of jobs to minimize total elapsed time.
- The total elapsed time.
- Idle time for each machine.

- Q4 B)** Alpha Corp (Firm A) and Beta Ltd (Firm B) are two competing firms in a market. Each firm has three possible strategic choices to maximize their payoffs. The following **payoff matrix** represents the outcomes for Alpha Corp based on the strategic interactions with Beta Ltd.

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	Beta I	Beta II	Beta III
Alpha I	220	150	170
Alpha II	-50	40	-20
Alpha III	140	120	100

Find:

1. Identify the **optimal maximin strategy** for Alpha Corp.
2. Determine the **optimal minimax strategy** for Beta Ltd.
3. Compute the **value of the game** and check if a **saddle point** exists.

OR

- Q4 C)** A company has 3 plants P1, P2 and P3. It supplies to 4 warehouses W1, W2, W3 and W4. Cost per unit and demand – supply data is as given below. Find the Initial Feasible Solution (IFS) using the Least Cost Method (LCM).

08

Plant	W1	W2	W3	W4	Capacity
P1	10	12	18	22	400
P2	22	18	28	26	300
P3	30	36	52	40	300
Demand	50	150	350	450	

- Q4 D)** Six jobs G, H, I, J, K, L are to be processed on three machines A, B, C in the order A → B → C. The processing times (in hours) are:

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Machine	G	H	I	J	K	L
A	8	9	7	10	6	11
B	2	4	5	3	2	6
C	5	7	4	6	3	8

Find:

1. The optimal job sequence that minimizes total elapsed time.
2. The total elapsed time.
3. Idle time on Machine A, Machine B, and Machine C.

- Q5 A)** Explain Forward pass and Backward Pass calculation of Network Analysis

08

- Q5 B)** Explain Different techniques of Operation Research.

07

OR

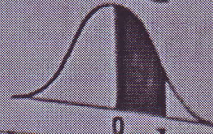
Q5 C) Write Short Notes (ANY THREE)

15

1. Vogel's Approximation Method (VAM) in Transportation Problems
2. North-West Corner Rule for Initial Feasible Solution
3. Differences Between Balanced and Unbalanced Transportation Problems
4. Concept of Free Float, Total Float, and Independent Float in CPM
5. Saddle Point and Its Significance in Game Theory

Normal Probability Table

Areas under the Standard Normal Curve from 0 to z



z	0	1	2	3	4	5	6	7	8	9
0.0	.0000	.0040	.0080	.0120	.0160	.0199	.0239	.0279	.0319	.0359
0.1	.0398	.0438	.0478	.0517	.0557	.0596	.0636	.0675	.0714	.0753
0.2	.0793	.0832	.0871	.0910	.0948	.0987	.1026	.1064	.1103	.1141
0.3	.1179	.1217	.1255	.1293	.1331	.1368	.1406	.1443	.1480	.1517
0.4	.1554	.1591	.1628	.1664	.1700	.1736	.1772	.1808	.1844	.1879
0.5	.1915	.1950	.1985	.2019	.2054	.2088	.2123	.2157	.2190	.2224
0.6	.2258	.2291	.2324	.2357	.2389	.2422	.2454	.2486	.2518	.2549
0.7	.2580	.2612	.2642	.2673	.2704	.2734	.2764	.2794	.2823	.2852
0.8	.2881	.2910	.2939	.2967	.2996	.3023	.3051	.3078	.3106	.3133
0.9	.3159	.3186	.3212	.3238	.3264	.3289	.3315	.3340	.3365	.3389
1.0	.3413	.3438	.3461	.3485	.3508	.3531	.3554	.3577	.3599	.3621
1.1	.3643	.3665	.3686	.3708	.3729	.3749	.3770	.3790	.3810	.3830
1.2	.3849	.3869	.3888	.3907	.3925	.3944	.3962	.3980	.3997	.4015
1.3	.4032	.4049	.4066	.4082	.4099	.4115	.4131	.4147	.4162	.4177
1.4	.4192	.4207	.4222	.4236	.4251	.4265	.4279	.4292	.4306	.4319
1.5	.4332	.4345	.4357	.4370	.4382	.4394	.4406	.4418	.4429	.4441
1.6	.4452	.4463	.4474	.4484	.4495	.4505	.4515	.4525	.4535	.4545
1.7	.4554	.4564	.4573	.4582	.4591	.4599	.4608	.4616	.4625	.4633
1.8	.4641	.4649	.4656	.4664	.4671	.4678	.4686	.4693	.4699	.4706
1.9	.4713	.4719	.4726	.4732	.4738	.4744	.4750	.4756	.4761	.4767
2.0	.4772	.4778	.4783	.4788	.4793	.4798	.4803	.4808	.4812	.4817
2.1	.4821	.4826	.4830	.4834	.4838	.4842	.4846	.4850	.4854	.4857
2.2	.4861	.4864	.4868	.4871	.4875	.4878	.4881	.4884	.4887	.4890
2.3	.4893	.4896	.4898	.4901	.4904	.4906	.4909	.4911	.4913	.4916
2.4	.4918	.4920	.4922	.4925	.4927	.4929	.4931	.4932	.4934	.4936
2.5	.4938	.4940	.4941	.4943	.4945	.4946	.4948	.4949	.4951	.4952
2.6	.4953	.4955	.4956	.4957	.4959	.4960	.4961	.4962	.4963	.4964
2.7	.4965	.4966	.4967	.4968	.4969	.4970	.4971	.4972	.4973	.4974
2.8	.4974	.4975	.4976	.4977	.4977	.4978	.4979	.4979	.4980	.4981
2.9	.4981	.4982	.4982	.4983	.4984	.4984	.4985	.4985	.4986	.4986
3.0	.4987	.4987	.4987	.4988	.4988	.4989	.4989	.4989	.4990	.4990
3.1	.4990	.4991	.4991	.4991	.4992	.4992	.4992	.4992	.4993	.4993
3.2	.4993	.4993	.4994	.4994	.4994	.4994	.4994	.4995	.4995	.4995
3.3	.4995	.4995	.4995	.4996	.4996	.4996	.4996	.4996	.4996	.4997
3.4	.4997	.4997	.4997	.4997	.4997	.4997	.4997	.4997	.4997	.4998
3.5	.4998	.4998	.4998	.4998	.4998	.4998	.4998	.4998	.4998	.4998
3.6	.4998	.4998	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999
3.7	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999
3.8	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999
3.9	.5000	.5000	.5000	.5000	.5000	.5000	.5000	.5000	.5000	.5000

Duration: 2.5 Hours

Marks: 75

N.B. 1 All the questions are compulsory

2 Figures to the right indicate the maximum marks

Q. 1 A Fill in the blanks (Any 8) 8

- 1 _____ employees on cross-cultural communication becomes extremely essential when a company has customers residing in many different countries.
a) Selecting b) Hiring c) Training d) Guiding
- 2 Professor _____ used to say: "Culture is more often a source of conflict than a Synergy.
- 3 Globalization is the process of integrating regions through societies, political systems, economies and cultures.
a) Diversifying b) Separating c) integrating d) None of these
- 4 _____ approach is the most common system in usage by multinational firms.
- 5 The compensation should be such that it offers financial protection in terms of benefits, social security.
a) Freedom b) Restriction c) Protection d) None of these
- 6 India has emerged as a key _____ destination over the past decade.
- 7 The _____ approach seeks the best people for key jobs throughout the organization, regardless of nationality.
- 8 Managing _____ is as important as managing any technical side.
- 9 In virtual organizations, Jobs are variable and of _____ term.
- 10 _____ issues surrounding labor management practices may have significant impacts on the global reputation of MNCs.
a) Financial b) Ethical c) Social d) Legal

Q. 1 B State whether the statement true or false (Any 7) 7

- 1 HR departments of multinational organizations invest a lot of resources and effort into selecting and training expatriates.
- 2 A diverse culture in a workplace means the organizations employ workers from a wide array of backgrounds.
- 3 Employer do not cover the expense of one or more trips back to the home country each year.
- 4 When a business internationalizes, the human resource management responsibilities, such as recruitment and hiring, compensation and health and safety, take on international characteristics requiring international human resource management professionals to facilitate human resource management practices with a global focus.
- 5 Cultural values also influence the interpretation and implementation of the laws.

- 6 Adopting a multi-domestic business strategy typically means that a firm views each national market as a specialized market for its subsidiaries' products and services, and as such involves being responsive to needs, values and demands of the local market.
- 7 There has been a steady decline in the use of international joint ventures (where two or more firms create a new business entity) as an internationalisation option.
- 8 Behaviors are a much better option to use in an appraisal than traits.
- 9 Subsidiaries can be developed in several ways, including involvement in greenfield or brownfield projects.
- 10 Parent country is where the firm's subsidiary is located.
- Q. 2 A. Explain the concept of cultural diversity & advantages of diverse culture in the workforce. 8
- B Explain the functions of IHRM. 7
- OR**
- C What are the reasons for expatriate's failure? 8
- D Explain the concept of PCN, TCN & HCN in detail 7
- Q. 3 A Explain the meaning of Repatriation and process of repatriation 8
- B Differentiate between IHRM and Domestic HRM 7
- OR**
- C State the significance of Off-Shoring. 8
- D Explain the criteria of expatriate selection 7
- Q. 4 A Discuss how projects are managed across the world. 8
- B Explain the features of virtual organization. 7
- OR**
- C Explain the concept of international compensation with its objectives 8
- D Explain the concept IHRM with its objectives & functions. 7
- Q. 5 A Explain the benefits of cross cultural training. 8
- B Explain the concept of cultural diversity & advantages of diverse culture in the workforce. 7
- OR**
- Q. 5 C Write short notes (Any 3) 15
- 1 Factors in selection of expatriates.
 - 2 Off-shoring.
 - 3 International performance management.
 - 4 Women and Expatriation.
 - 5 Global Diverse workforce

Time: 2 ½ hours

Marks: 75

Note: All questions are compulsory.

Figures to the right indicate full marks.

Q.1 A Fill in the Blanks: (Any Eight) (8)

1. Services have _____ inventory.
(i) Positive (ii) Negative (iii) Zero (iv) Equal
2. _____ market applies to the customers and employees within the organization.
(i) Customer (ii) Referral (iii) Internal (iv) Alliance
3. Six market model was developed by _____.
(i) Aristotle (ii) Peter Drucker (iii) Payne and Holt (iv) Delaj Takahashi
4. Front line employees are also referred as _____.
(i) Moment of Truth (ii) Physical Evidence (iii) Servicescape (iv) Boundary Spanners
5. Open ended questions asked in abstract interview are called as _____.
(i) Situational Vignette (ii) Role Playing (iii) Abstract Questioning (iv) Team Spirit
6. Interactive Marketing of Service Triangle means _____.
(i) Delivering the promise (ii) Enabling the promise (iii) Setting the promise (iv) Disable the promise
7. _____ gap is between customer expectations and customer perceptions.
(i) Customer Gap (ii) Provider Gap (iii) Internal Gap (iv) External Gap
8. Higher quality services contribute to higher _____.
(i) Loss (ii) Profitability (iii) Stability (iv) Break Even Point
9. Employee _____ is one of the biggest challenges faced by companies today.
(i) Retention (ii) Salary (iii) Increment (iv) Promotion
10. _____ is one of the issues of HRP evaluation.
(i) Uncertainties (ii) Growth (iii) Expansion (iv) Prosperity

Q.1 B True or False (Any Seven) (7)

1. Services are permanent in nature.
2. Empathy is the key quality parameter in service.
3. Goals are ineffective motivators.
4. Effective labour is the process of managing feelings and expressions to fulfil the emotional requirements of the job.
5. Indecisive managers are one of the biggest reasons that transactions are slowed down.
6. Agents and brokers have ownership of the service.
7. The heterogeneous nature of service is always variable.
8. Unethical leaders are those firms that stand out in their respective market and industries.

9. HRP evaluation is the systematic process of determining the success of the HRP process.
10. Attrition in human resources refers to the gradual loss of employee over time.

- Q.2** A. Explain the meaning and features of services. (8)
B. What are the reasons for growth in Service Sector? (7)
OR
C. Discuss the Six Market Model in detail. (8)
D. Explain the elements of service encounter. (7)
- Q.3** A. Explain in brief the Services Triangle. (8)
B. Explain the strategies for managing emotional labour. (7)
OR
C. How to motivate an employee in service industry? (8)
D. Explain the limitations of employee empowerment. (7)
- Q.4** A. Explain in detail the Service-Gap Model. (8)
B. Discuss the various service quality dimensions. (7)
OR
C. Explain the advantages of delivering services through agents and brokers. (8)
D. Explain the issues and challenges of HR faced in Banking and Insurance Sector. (7)
- Q.5** C. **Write Short Notes on (any three):** (15)
1. Cycle of success.
2. Elements of Moment of Truth.
3. Issues faced by Front Line Employees.
4. Strategies for effective service delivery through agents and brokers.
5. Reasons for Globalization of services.

Duration : 2 ½ Hrs.

Total Marks : 75

Note : All questions are compulsory subject to internal choice
Each question carries equal marks.

Q1 A) Choose and Write correct answer from the options given below: (Any 8) (8)

1. The first step in the Process of Organizational Development starts with _____.
(Action planning/Analyzing results/Identifying the problem/Feedback)
2. One of the most important things to manage in Organizational Development is _____.
(Payments/Culture/Products/Environment)
3. Business Process Reengineering was propounded by _____.
(Michael Hammer/Thomas Hammer/Jim Hammer/Peter Hammer)
4. Power and Politics are _____ Process in any Organization.
(Complimentary/ Natural/ Profit/ Reactive)
5. _____ Stage is the Peak level of the Organizational life Cycle.
(Growth/Infant/Prime/Ageing)
6. One of the Competencies of Organizational Development is measuring _____.
(Competition/Structure/Success/Sales)
7. Reenergizing means to _____ in Organizational Development.
(Refresh/Renewal/Recharge/Rebuild)
8. _____ Propounded Managerial Grid Training.
(Gordon Lippit /Robert Blake and Jane Mouton/ Eric Bern/ Warrick)
9. One of the Parameters for Judging Organizational Effectiveness is Bias for _____.
(Action/ Autonomy/ Entrepreneurship/ Markets)
10. _____ occurs when organizational members are forced to participate in an Organizational Development Intervention.
(Deception/Coercion/Misrepresentation/Technical Ineptness)

Q1 B) State Whether following statement is true or false: (Any 7) (7)

1. The OD practitioner acts as a coach to the organizational leaders and change agents.
2. A healthy Organization shares its business goals with employees at every level of organization.
3. Visioning tactic is an important tactic to influence the Organizational Behaviors.
4. A mentor helps in skill development for employees to handle the change process.
5. The organizational level study is a micro study.
6. Uncertainty Avoidance is maintaining status Quo.

7. Strategy represents the methods an organization uses to accomplish its task.
8. Organizational Diagnosis is done in four levels.
9. Formulation of re-design plan is the real Crux of the BPR.
10. Transactional Analysis is the method for studying interactions between individuals.

Q2 A) Enumerate in detail the importance of Organizational Development (8)

B) Discuss the Evolution Of Organizational Development. (7)

OR

C) Explain the Emerging Trends in Organizational Development (8)

D) Elaborate in detail the several roles played by OD Practitioner. (7)

Q3 A) Discuss the techniques of Organizational diagnosis Development (8)

B) What are the causes of Organizational Renewal? (7)

OR

C) Explain in brief Organizational Life Cycle. (8)

D) Do you think Change can be Planned? Elaborate Planned Change in detail. (7)

Q4 A) Explain the Steps in Organizational Development Interventions. (8)

B) Explain the Modern techniques of Organizational Development Intervention. (7)

OR

C) Explain the Process of Evaluating Organizational Development Intervention. (8)

D) Discuss the Power and Influence Tactics. (7)

Q5 A) Elaborate on Value Conflict and Dilemma. (8)

B) Explain different approaches to Organizational effectiveness. (7)

OR

Q5C] Write short notes on. (Any Three)

1. Business Process Reengineering.
 2. OD-HRD Interface.
 3. Ethics in Organization development.
 4. Organizational Effectiveness v/s Efficiency.
 5. Organizational level Diagnosis.
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