



# Visvesvaraya Technological University

Belagavi, Karnataka -590018.

## Scheme & Solutions

**Subject Title : Human Resource Management**

**Subject Code : MBA201**

<b>1 . A</b>	<b>HRM :</b>  HRM means Human Resource Management, the strategic function of managing an organization's employees (its "human capital") to align with business goals, covering everything from recruiting, hiring, training, and compensation to performance, engagement, and ensuring legal compliance, essentially maximizing people's contribution for company success.	<b>3M</b>
<b>B</b>	<b>Components of pay structure</b> Indian salary structures break down into Cost to Company (CTC), Gross Salary, and Net Pay, featuring core components like Basic Salary, various Allowances (HRA, LTA, DA), and Incentives/Bonuses, alongside mandatory Deductions for Provident Fund (PF), ESI, and Taxes (TDS). The CTC is the total employer cost, Gross is earnings before deductions, and Net is the final take-home amount after subtracting mandatory contributions like PF, ESI, and taxes from Gross Salary. <b>Key Salary Components</b>  <b>Basic Salary:</b>  Fixed, foundational pay, often 40-50% of CTC, forming the base for allowances.  <b>Allowances (Taxable/Partially Taxable):</b>  House Rent Allowance (HRA): For rent, partially exempt. Leave Travel Allowance (LTA): For travel, partially exempt. Dearness Allowance (DA): To offset inflation, fully taxable. Medical Allowance/Reimbursement: For medical needs, often partially exempt. Conveyance Allowance: For travel, fully taxable (unless specific exemptions apply).  <b>Incentives/Bonuses:</b>  Performance-based payouts or fixed bonuses.  <b>Perquisites:</b>  Non-cash benefits like fuel, phone bills, or club memberships (taxed as per rules).	<b>7M</b>



responsibilities, required skills (KSAs), and working conditions, serving as the foundational "bedrock" for core HR functions like recruitment, selection, training, performance appraisal, and compensation, ensuring roles are clearly defined and aligned with organizational goals

**B**

HR competencies are the essential skills, knowledge, and behaviors needed for HR professionals to strategically support business goals, encompassing areas like Business Acumen, Communication, Ethical Practice, Leadership, and Data Literacy, enabling them to manage talent, drive change, and navigate technology in today's dynamic work environment. Key models, like SHRM's, highlight competencies such as Relationship Management, Critical Evaluation, and HR Expertise, guiding development for effective workforce management and organizational success.

**Core Competency Areas**

**Business Acumen:** Understanding the business's strategic goals and how HR contributes to them.

**Communication:** Clearly conveying information, listening actively, and building bridges between management and employees.

**Ethical Practice:** Upholding integrity, fairness, and confidentiality in all HR dealings.

**Leadership & Navigation:** Guiding teams, leading initiatives, and navigating organizational complexity.

**HR Expertise:** Deep knowledge of HR functions, laws, and best practices.

**Relationship Management:** Building trust and fostering strong relationships across the organization.

**Critical Evaluation:** Using data and logic to make informed decisions and assess HR initiatives.

**Data Literacy/Judgment:** Analyzing and interpreting HR data to drive insights and strategy.

**Digital Agility:** Adapting to and leveraging technology in HR processes.

**Change Management:** Guiding the organization through transitions effectively.

**10  
M**

Here are the typical steps:

Application & Screening: Receive applications and review resumes/forms to filter candidates who meet basic qualifications (education, experience).

Interviews (Initial & Final): Conduct preliminary phone/virtual interviews, followed by in-depth interviews (often by hiring managers or panels) to assess communication, fit, and deeper skills.

C Assessment Tests: Use aptitude, technical, psychometric, or work sample tests to objectively evaluate abilities and personality.

Background & Reference Checks: Verify candidate's history, references, and credentials (criminal, credit, previous employment).

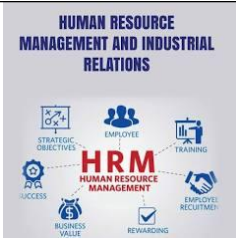
Decision: The hiring team makes the final choice based on all gathered data.

Job Offer: Extend a formal offer with salary, benefits, and start date, often including a contract.

Medical/Health Screening (Optional): Some roles require health checks before final hiring.

You can watch this video for a detailed explanation of the recruitment and selection process: [not meet the standards.](#)

3A



Industrial Relations (IR) in HRM focuses on managing the complex relationships between employers, employees, and unions, aiming for harmonious, productive workplaces through communication, fair practices, conflict resolution (grievances, negotiations), and legal compliance, often shifting from traditional conflict management to a modern HRM approach emphasizing individual engagement and shared goals for organizational success.

3M

3B

Personnel Management (PM) is the traditional, administrative approach focusing on rules, payroll, hiring/firing, and compliance (reactive), viewing employees as costs; while Human Resource Management (HRM) is modern, strategic, and proactive, treating employees as valuable assets for mutual growth through development, engagement, culture, and aligning people with business goals for long-term success. PM handles daily tasks; HRM focuses on talent cultivation and strategic alignment.

Personnel Management (PM)

Focus: Administrative & operational.

Approach: Reactive; solves problems as they arise.

View of Employees: Tools or costs to achieve organizational goals.

Key Tasks: Hiring, payroll, discipline, policy enforcement, record-keeping, basic training.

Goal: Maintain a functional, compliant workforce.

Human Resource Management (HRM)

Focus: Strategic & developmental.

Approach: Proactive; aligns HR with business strategy.

View of Employees: Valued assets for organizational growth.

Key Tasks: Talent management, succession planning, performance management, fostering culture, employee wellness, engagement, strategic training.

Goal: Cultivate talent, enhance performance, and drive long-term success.

Technology plays a crucial role in facilitating communication and collaboration in global organizations. However, it also presents challenges related to access, digital literacy, and the need to adapt communication strategies to different technological platforms.

7M

3C

Performance appraisal methods are systematic ways to evaluate employees, categorized as Traditional (focusing on traits like ranking, graphic scales, critical incidents) and Modern (emphasizing results and behaviors, like Management by Objectives (MBO), 360-Degree Feedback, Behaviorally Anchored Rating Scales (BARS)). These methods help with goal alignment, development, fair compensation, and documentation, moving from subjective trait assessment to objective outcome measurement for better development and organizational fit.

Traditional Methods (Focus on Traits)

Ranking/Paired Comparison: Employees ranked best-to-worst or compared in pairs.

Graphic Rating Scales: Rating traits (e.g., honesty, attitude) on numerical scales.

Checklist Method: Yes/No answers to job-related statements.

Critical Incident Method: Documenting specific positive/negative behaviors.

Forced Distribution: Placing employees into predefined performance categories.

Modern Methods (Focus on Results & Behavior)

Management by Objectives (MBO): Managers and employees set clear, measurable goals.

360-Degree Feedback: Feedback from supervisors, peers, subordinates, customers, and self.

Behaviorally Anchored Rating Scales (BARS): Uses specific behavioral examples to define rating levels.

Assessment Centers: In-depth evaluations using simulations, exercises, and interviews.

Psychological Appraisal: Assesses future potential using tests and interviews.

Human Resource Accounting: Measures economic value of employee contributions.

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M

<p><b>4A</b></p>	<p>The manufacturing sector creates tangible goods (cars, clothes) using raw materials and machines, focusing on standardization and automation, while the service sector provides intangible value (banking, healthcare, IT) through human interaction and expertise, focusing on customization and real-time delivery</p>	<p><b>3M</b></p>
<p><b>4B</b></p>	<p>An HRIS (Human Resource Information System) benefits organizations by centralizing employee data, automating routine HR tasks (like payroll, time tracking, onboarding), improving data accuracy, enhancing reporting for better decisions, ensuring compliance, and empowering employees with self-service options, ultimately saving time, reducing costs, and boosting overall efficiency and engagement.</p> <p><b>Key Benefits for Organizations:</b></p> <p><b>Increased Efficiency &amp; Automation:</b> Automates workflows, reducing manual effort and errors in recruitment, onboarding, payroll, and time tracking.</p> <p><b>Data-Driven Decisions:</b> Centralized, accurate data allows for powerful reporting and analytics to support strategic planning.</p> <p><b>Cost Savings:</b> Reduces administrative costs, paper usage, and duplication of effort.</p> <p><b>Improved Compliance:</b> Helps maintain up-to-date records to meet regulatory requirements.</p> <p><b>Enhanced Recruitment:</b> Streamlines the applicant tracking and hiring process.</p> <p><b>Key Benefits for Employees:</b></p>	<p><b>7M</b></p>

4C	<p>Self-Service: Empowers employees to manage their own data, benefits, and time-off requests.</p> <p>Better Experience: Creates a more engaged and connected workforce through better communication and access to resources.</p> <p>Career Growth: Facilitates training, development, and meaningful career planning.</p> <p>Overall Advantages:</p> <p>Centralized Data: A single source of truth for all employee information.</p> <p>Better Communication: Improves internal transparency and connection.</p> <p>Scalability: Accommodates business growth by streamlining processes.</p> <p>On-the-job (OJT) training teaches skills at the actual workplace, focusing on hands-on experience with methods like coaching, mentoring, job rotation, and apprenticeships, making it practical and cost-effective but potentially disruptive. Off-the-job (OTJT) training happens away from work, using methods like lectures, simulations, case studies, and e-learning for theoretical and broader skill development, often in a distraction-free, structured environment, though it's typically more expensive.</p>	10 M
	<p><b>On-the-Job Training (OJT) Methods</b></p> <p>These methods involve learning while working, integrating training directly into daily tasks.</p> <p><b>Coaching &amp; Mentoring:</b> An experienced employee guides and supports a less experienced one.</p> <p><b>Job Rotation:</b> Moving employees between different jobs to gain diverse skills and perspectives.</p> <p><b>Apprenticeship:</b> Combines on-the-job training with classroom instruction, common in skilled trades.</p> <p><b>Job Instruction (JI):</b> A structured, step-by-step method for teaching specific tasks.</p> <p><b>Job Shadowing:</b> Observing a colleague perform their job to learn by imitation.</p> <p><b>Understudy/Assistant:</b> Preparing a subordinate to take over a supervisor's role.</p>	

<p><b>5A</b></p>	<p>Internal mobility means employees moving to new roles, projects, or departments within the same company, offering career growth (vertical like promotions) or new experiences (lateral like job swaps/transfers), boosting engagement, retention, and allowing companies to use existing talent efficiently without external hiring. It's about fostering internal growth through promotions, lateral moves, temporary assignments, or skill development opportunities, aligning employee goals with business needs.</p>	
<p><b>5 B</b></p>	<p>Sources of recruitment in HRM are broadly Internal (promoting/transferring existing staff like transfers, promotions, job postings) and External (bringing in new talent via job portals, social media, agencies, campus drives, ads, referrals, job fairs). Companies use these channels to find candidates, from entry-level to senior roles, to fill vacancies effectively.</p> <p>Internal Sources (Existing Workforce)</p> <p>Promotions &amp; Transfers: Moving employees to higher roles or different departments.</p> <p>Job Posting/Bidding: Announcing vacancies internally for current employees to apply.</p> <p>Employee Referrals: Current employees recommend people from their network (also seen as a hybrid).</p> <p>Past Employees/Retirees: Re-hiring familiar faces who left on good terms.</p> <p>External Sources (Outside the Organization)</p> <p>Job Boards &amp; Online Platforms: LinkedIn, Indeed, Naukri, company websites.</p> <p>Social Media: LinkedIn, Facebook, Twitter for branding and talent attraction.</p> <p>Employment Agencies &amp; Consultants: Third-party recruiters for specialized or senior roles.</p> <p>Campus Recruitment: Hiring fresh graduates from colleges and universities.</p> <p>Advertisements: Newspapers, trade journals, radio, TV, billboards.</p> <p>Job Fairs &amp; Walk-ins: Events for bulk hiring or immediate roles.</p> <p>Government Employment Exchanges: Connecting job seekers with employers.</p> <p>Direct Recruitment: Receiving unsolicited applications or walk-ins.</p> <p>Hybrid/Other Sources</p> <p>Employee Referrals: (Mentioned in both) Leveraging internal networks for external candidates.</p> <p>Contractors/Contingency Recruiting: Temporary or project-based hiring.</p>	<p><b>3M</b></p> <p><b>7M</b></p>

5C

A multi-generational workforce includes employees from five or more distinct age groups (Silent Gen, Boomers, Gen X, Millennials, Gen Z) working together, creating a diverse talent pool with varied skills, perspectives, and work styles, offering innovation but also challenges like communication gaps, requiring inclusive leadership, tailored recognition, and strategies for tech adoption to foster collaboration and leverage unique strengths.

Key Generations in Today's Workplace

The Silent Generation: Born ~1928-1945; value hard work, respect authority.

Baby Boomers: Born ~1946-1964; experienced, career-focused, strong work ethic.

Generation X (Gen X): Born ~1965-1980; independent, adaptable, tech-savvy.

Millennials (Gen Y): Born ~1981-1996; seek purpose, work-life balance, tech natives.

Generation Z (Gen Z): Born ~1997-2012; digital natives, value diversity, social impact, flexibility.

Benefits

Rich Talent & Skills: Broader range of experiences and abilities.

Innovation: Diverse perspectives spur new ideas.

Mentorship: Cross-generational learning (e.g., tech skills from Gen Z, experience from Boomers).

Challenges

Communication Gaps: Different styles and expectations.

Conflicting Work Styles: Attitudes towards technology, hierarchy, and work-life balance.

Stereotypes & Bias: Assumptions hindering collaboration.

6A

The primary actors in industrial relations (IR) are Employers/Management, Employees/Workers, Trade Unions, and the Government, all interacting to shape workplace conditions, policies, and economic outcomes, with Employers' Associations, Mediators, and Arbitrators also playing key roles in resolving disputes and setting standards. These groups negotiate and clash over wages, working conditions, rights, and productivity, forming the core dynamics of labor-management relations.

6B

The core principles of HRM focus on treating people as valuable assets by aligning HR strategies with business goals, emphasizing strategic alignment, employee development, fair compensation, and robust performance management, all while ensuring legal compliance and fostering a positive culture through open communication, trust, and strong employee relations to drive organizational success. Key areas include scientific recruitment, continuous learning, teamwork, and utilizing data for better decisions.

Core Principles & Practices:

Strategic Alignment: Connecting HR goals (like hiring, training) directly to overall business objectives.

Employee Development: Investing in training, growth, and career progression for unique employee potential.

Performance Management: Setting clear goals, providing feedback, and evaluating performance to align with company goals.

Fair Compensation & Benefits: Ensuring equitable pay and benefits to attract, motivate, and retain talent.

Recruitment & Selection: Using scientific methods to hire candidates who fit skills and culture.

Open Communication & Trust: Building credibility through transparent communication and mutual respect.

Employee Relations: Fostering a positive, collaborative environment with teamwork and conflict resolution.

Legal Compliance: Adhering to labor laws and ensuring fairness in all employment practices.

Dignity of Labor: Valuing every role, from entry-level to leadership, and treating all employees with respect.

6C Employees join trade unions primarily for the collective strength and security they offer, which translates into various benefits and protections that would be difficult to achieve alone.

Key reasons for joining a trade union include:

Economic Benefits

Greater Bargaining Power: As an individual, an employee has limited power, but as a collective, a union can negotiate more effectively with employers for better pay, hours, and conditions. Union members, on average, earn more than non-union members.

Improved Wages and Benefits: Through collective bargaining agreements, unions secure better salaries, pensions, holiday pay, sickness benefits, health insurance, and overtime pay.

Job Security: Unions advocate for protection against arbitrary dismissal and unfair "hire and fire" practices, providing a sense of stability and assurance in employment.

Legal and Personal Support

Legal Representation: Unions provide access to free legal advice and representation in employment disputes, disciplinary hearings, and grievance meetings, which can be financially inaccessible for individual workers.

Protection Against Exploitation and Discrimination: Unions help minimize favoritism and push for fair and transparent personnel policies regarding pay, promotions, and transfers. They champion equality and fight against discrimination based on race, gender, sexual

	<p>orientation, or disability.</p> <p>Health and Safety: Unionized workplaces are generally safer because unions train health and safety representatives to identify and address hazards, leading to fewer accidents and better handling of issues like workplace stress.</p>	
7A	<p>An organized association of workers in a trade, group of trades, or profession, formed to protect and further their rights and interests.</p>	
7B	<p>HRM practices in MSMEs focus on essential functions like recruitment, training, performance, compensation, and employee relations, but often lack formal policies, relying more on informal, flexible approaches due to resource constraints. Key challenges include attracting/retaining talent and skill gaps, while effective practices involve motivating employees, creating growth opportunities, ensuring fair treatment, and fostering a positive work environment to boost productivity, competitiveness, and innovation.</p> <p>Core HRM Areas in MSMEs</p> <p>Recruitment &amp; Selection: Using social media, online ads, and broader sourcing; often informal.</p> <p>Training &amp; Development: Focus on skill gaps, leadership development, and upskilling for adaptation.</p> <p>Compensation &amp; Benefits: Essential for retention, including fair pay, security, and welfare.</p> <p>Performance Management: Setting clear goals, providing feedback, and recognizing good work.</p> <p>Employee Relations: Handling grievances, promoting engagement, ensuring work-life balance, and fostering belonging.</p> <p>Health &amp; Safety: Ensuring a safe and hygienic workplace, which boosts morale and efficiency.</p>	<p>3M</p> <p>7M</p>
7C	<p>Human Resource Management (HRM) functions involve the entire employee lifecycle, from recruitment, hiring, and onboarding to training, performance management, compensation, and benefits, ensuring employees are motivated and aligned with organizational goals through strong employee relations, engagement, and safety. Core areas include strategic workforce planning, talent development, maintaining a positive culture, and ensuring legal compliance for overall business success.</p> <p>Key HRM Functions:</p> <p>Recruitment &amp; Selection: Attracting, screening, and hiring qualified candidates.</p> <p>Onboarding &amp; Orientation: Integrating new hires into the company culture and processes.</p>	<p>10</p>

Training & Development: Enhancing employee skills and career growth.

Performance Management: Appraising performance, providing feedback, and managing goals.

Compensation & Benefits: Administering salaries, wages, bonuses, and employee benefits.

Employee Relations: Managing workplace relationships, communication, and resolving conflicts.

Employee Engagement & Retention: Fostering a positive work environment to keep employees motivated and committed.

Workforce Planning & Strategy: Aligning HR activities with business objectives.

Health, Safety & Compliance: Ensuring a safe workplace and adherence to labor laws.

HR Technology: Utilizing systems (HRIS) for efficient management.

8A

Talent & Workforce Dynamics

Talent Acquisition & Retention: Fierce competition for skilled workers, keeping employees engaged, and reducing high turnover.

Skill Gaps: Rapid technological changes (AI, automation) require continuous upskilling, reskilling, and internal mobility.

Diversity, Equity & Inclusion (DEI): Creating truly inclusive environments and managing diverse workforces across cultures and generations (Gen Z, etc.).

Hybrid/Remote Work: Managing performance, culture, and equity for distributed teams.

8B

An "employees casual work approach" involves hiring for as-needed, short-term needs, offering flexibility without firm commitment, often for peak times or absences, with payment per hour worked (plus "casual loading") but fewer benefits (like paid leave) than permanent staff, though still entitled to fair wages, safety, and some rights like unpaid leave requests after long service. Key aspects are no guaranteed hours, the employer's ability to offer shifts, and the employee's right to accept or decline, balancing business flexibility with worker rights.

Key Characteristics of Casual Work

No Firm Commitment: No expectation of ongoing, regular work from the start.

"As Needed": Hired for busy periods, projects, or to cover permanent staff.

Hourly Pay: Paid for actual hours worked, often with a higher hourly rate (casual loading) to compensate for lack of benefits.

<p><b>8C</b></p>	<p>Flexibility: High degree of flexibility for both employer (offering shifts) and employee (accepting/declining).</p> <p>Fewer Benefits: Generally not entitled to paid sick leave, annual leave, or redundancy pay.</p> <p><u>Diversity (D):</u></p> <p>The presence of a wide range of human qualities and attributes, including race, ethnicity, gender, age, sexual orientation, religion, disability, socioeconomic status, and perspectives.</p> <p><u>Equity (E):</u></p> <p>Ensuring fair treatment, access, opportunity, and advancement for all individuals, recognizing that different people need different resources to reach the same outcomes (not just equality, which is treating everyone the same).</p> <p><u>Inclusion (I):</u></p> <p>Creating an environment where everyone feels respected, valued, supported, and empowered to fully participate and contribute their authentic selves.</p>	<p><b>5</b></p>
<p><b>8D</b></p>	<p>HR measures to resolve problems involve proactive strategies like training &amp; open communication, and reactive approaches such as mediation &amp; formal grievance procedures, focusing on mediation, root cause analysis, and follow-up, to address issues from conflict to disengagement, ensuring fairness, policy adherence, and employee well-being through structured support, skill-building, and creating a positive environment.</p> <p>Proactive Measures (Preventative)</p> <p>Training &amp; Development: Train managers &amp; employees in conflict resolution, effective communication, and emotional intelligence.</p> <p>Open Communication Channels: Establish safe spaces, regular feedback mechanisms (surveys, town halls), and transparent updates.</p> <p>Supportive Culture: Promote work-life balance, mental health resources, recognition, and diversity &amp; inclusion.</p> <p>Clear Policies: Define grievance procedures, codes of conduct, and performance expectations clearly in handbooks.</p>	<p><b>5</b></p>

7C

**3. Norming:**

In this stage, the team begins to establish norms and routines. Members become more comfortable with each other, resolving conflicts, and developing a sense of cohesion. Productivity increases as they settle into a more productive rhythm.

**4. Performing:**

This is the stage where the team is most effective and productive. They work well together, understand their roles, and focus on achieving their goals. Relationships are strong, and they can address challenges and solve problems efficiently.

**5. Adjourning:**

This final stage involves disbanding the team, either after completing a project or due to other circumstances. It can involve reflection on accomplishments, celebrating successes, and potentially dealing with feelings of loss or change.

Discuss Conflict Process Models which helps for resolving conflicts in the organization

**1. Thomas-Kilmann Conflict Mode Instrument (TKI):**

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**Avoiding:**

Low assertiveness and low cooperativeness. Involves withdrawing from the conflict, hoping it will resolve itself.

**Accommodating:**

Low assertiveness and high cooperativeness. Yielding to the other party's wishes.

**Competing:**

High assertiveness and low cooperativeness. Focusing on winning the conflict, potentially at the other party's expense.

**Compromising:**

Moderate assertiveness and cooperativeness. Finding a middle ground where both parties give up something to reach a solution.

**Collaborating:**

High assertiveness and high cooperativeness. Working together to find a solution that satisfies the needs of both parties.

**2. Pondy's Model of the Conflict Process:****Potential Opposition or Incompatibility:**

The stage where conditions for conflict exist, even if it hasn't been recognized yet.

**Cognition and Personalization:**

The stage where individuals become aware of the conflict and how it affects them emotionally.

**Intentions:**

The stage where individuals decide how they will respond to the conflict.

**Behavior:**

The stage where individuals act on their intentions, engaging in conflict-related behaviors.

**Outcomes:**

The consequences of the conflict behaviors, which can be positive, negative, or both.

**3. Other Important Considerations:****Communication:**

Open and honest communication is crucial for resolving conflicts effectively.

**Active Listening:**

Paying close attention to what others are saying, without interruption, to understand their perspectives.

**Empathy:**

Trying to understand the other person's feelings and point of view.

**Setting Ground Rules:**

Establishing clear expectations for respectful communication and behavior during conflict resolution.

**Seeking Mediation:**

Involving a neutral third party to help facilitate communication and resolution when necessary.

State characteristics of the Larger Group Intervention

Large group interventions are characterized by involving a broad spectrum of organizational members and stakeholders to address significant organizational issues.

They emphasize a "whole system" approach, focusing on the interconnectedness of the organization rather than isolated parts.

These interventions typically involve intense planning, diverse participation, and a focus on both divergent (creative) and convergent (agreement-building) processes.

Explain the importance of Organizational Culture

**1. Employee Engagement and Motivation:**

A positive culture fosters a sense of belonging and purpose, leading to increased employee engagement and motivation.

When employees feel valued and aligned with the company's values, they are more likely to be committed and productive.

A strong culture can also improve employee morale and reduce stress levels.

**2. Attracting and Retaining Talent:**

A positive and well-defined culture can be a major draw for potential employees.

When candidates see that the company's values align with their own, they are more likely to be interested in joining the organization.

A strong culture also helps retain existing employees by creating a positive and supportive work environment.

**3. Improved Productivity and Performance:**

A positive culture fosters teamwork and collaboration, leading to increased efficiency and productivity.

When employees are aligned with the company's goals and values, they are more likely to work towards shared objectives.

A strong culture can also encourage innovation and creativity, leading to better problem-solving and improved performance.

#### **4. Enhanced Decision-Making:**

A clear organizational culture provides a framework for decision-making, ensuring that all employees are aligned with the company's values and objectives.

This can lead to more consistent and efficient decision-making processes, particularly in complex situations.

A strong culture can also empower employees to make decisions independently, knowing that they are acting within the established guidelines.

#### **5. Adaptability to Change:**

A positive and adaptable culture can help organizations navigate change more effectively.

When employees are familiar with the company's values and processes, they are more likely to embrace new initiatives and adapt to changing circumstances.

A strong culture can also foster a sense of resilience, enabling organizations to overcome challenges and emerge stronger.

#### **6. Increased Innovation:**

A culture that encourages creativity and risk-taking can drive innovation within the organization.

When employees feel comfortable sharing new ideas and perspectives, they can contribute to the development of new products, services, and processes.

A supportive culture can also help organizations learn from mistakes and continuously improve.

Elaborate on the ethical issues of Organizational Behaviour in this current scenario

**1. Discrimination and Harassment:** These issues, including discrimination based on factors like gender, race, or religion, and various forms of harassment, can create a hostile work environment and lead to legal repercussions.

**2. Data Privacy Concerns:** With the increasing reliance on technology, organizations must be vigilant about protecting employee and customer data. This includes ensuring secure data

storage, responsible data collection practices

**3. Unethical Leadership and Toxic Cultures:** Leaders who engage in unethical practices, such as bribery, manipulation, or favoritism, can create a toxic work environment. This can manifest as bullying, disrespect, and a general lack of trust, leading to decreased employee morale and productivity.

**4. Conflicts of Interest:** Employees may face situations where their personal interests conflict with the organization's interests, such as accepting gifts from vendors or using company resources for personal gain.

**5. Social Loafing and Cyberloafing:** These behaviors, where employees exert less effort in group settings or misuse company resources for personal gain, can significantly impact productivity. Organizations need to address these issues through performance management systems and by promoting accountability.

**6. Whistleblowing and Social Media:** Employees may be hesitant to report unethical behavior due to fear of retaliation. Organizations should establish confidential reporting mechanisms and ensure that whistleblowers are protected from retaliation.

**7. Environmental Responsibility:** Organizations are increasingly expected to operate sustainably and minimize their environmental impact. This includes reducing waste, conserving resources, and promoting environmentally friendly practices.

### Define Conflict

conflict is a process that occurs when individuals or groups within an organization perceive that their interests, values, or goals are incompatible, leading to disagreements, tension, or opposition. It can arise from various sources, including differing opinions, values, goals, or even intentional behaviors, and can manifest at different levels within the organization, from individual disagreements to conflicts between departments or even organizations.

### Circumplex of Emotions

The Circumplex Model of Emotion, developed by James Russell, represents emotions as points on a two-dimensional circular space, defined by the axes of valence and arousal. Valence refers to the pleasantness or unpleasantness of an emotion (ranging from negative to positive), while arousal refers to the level of physiological activation or intensity (ranging from calm to excited). This model helps visualize the relationships between different

emotions, with opposite emotions located 180 degrees apart and unrelated emotions positioned 90 degrees apart.

### **Key aspects of the model:**

Two Dimensions:

The model uses valence and arousal as its core dimensions.

### **Circular Representation:**

Emotions are plotted within a circle, with the center representing a neutral state of both valence and arousal.

### **Valence:**

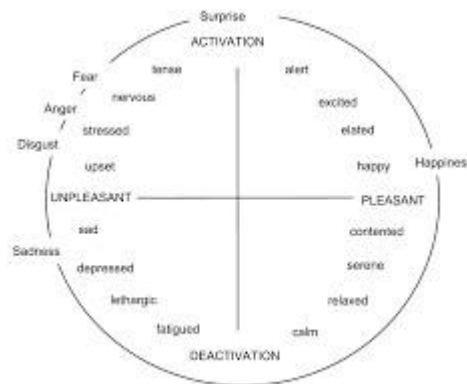
This axis captures the subjective experience of emotions, ranging from negative (e.g., sadness, anger) to positive (e.g., joy, happiness).

### **Arousal:**

This axis reflects the level of physiological activation associated with an emotion, ranging from low activation (e.g., relaxation) to high activation (e.g., excitement, fear).

### **Relationships between Emotions:**

The model allows for visualizing the relationships between emotions. Emotions that are opposite in valence (e.g., joy and sadness) are located on opposite sides of the circle, while emotions that are unrelated in valence or arousal are positioned at right angles to each other.



### **Importance and Process of Planning**

Importance of Planning:

### **Provides Direction:**

Planning helps define clear goals and objectives, ensuring everyone in the organization understands what needs to be achieved and how to contribute.

**Reduces Uncertainty:**

By anticipating future events and potential challenges, planning allows organizations to develop contingency plans and minimize the impact of unforeseen circumstances.

**Optimizes Resource Allocation:**

Planning helps in identifying and allocating resources effectively, ensuring that they are used efficiently and effectively to achieve organizational goals.

**Improves Decision-Making:**

Planning provides a framework for making informed decisions by evaluating different options and their potential consequences.

**Enhances Coordination and Control:**

Planning facilitates coordination among different departments and individuals, ensuring that everyone is working towards the same goals and that their efforts are aligned. It also establishes control standards for measuring actual performance.

**Encourages Innovation:**

Planning can stimulate creativity and innovation by encouraging managers to think critically about different approaches and solutions.

**Planning Process:-****1. Setting Objectives:**

Defining specific, measurable, achievable, relevant, and time-bound (SMART) goals for the organization.

**2. Analyzing the Current Situation:**

Assessing the organization's strengths, weaknesses, opportunities, and threats (SWOT analysis) to understand its current position.

**3. Developing Alternative Courses of Action:**

Brainstorming and evaluating different strategies and approaches to achieve the set objectives.

**4. Evaluating Alternatives:**

Analyzing the potential benefits and drawbacks of each alternative, considering factors like cost, risk, and feasibility.

**5. Selecting the Best Alternative:**

Choosing the most suitable course of action based on the evaluation of alternatives.

**6. Implementing the Plan:**

Putting the chosen plan into action, assigning responsibilities, and allocating resources.

**7. Establishing Control:**

Monitoring progress, measuring performance against the plan, and making necessary adjustments to ensure that the objectives are achieved.

**Compulsory Question**

8

1. How can leaders like Alex strike a balance between exercising authority and empowering their subordinates to foster a more positive and collaborative work environment

10  
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**Ans.** In this case Alex shown clearly leadership qualities and given priority for empowerment in his organization

**Exercising Authority:**

**Setting Clear Goals and Expectations:**

Leaders should clearly articulate the organization's vision, mission, and individual team goals, ensuring everyone understands their role and objectives.

**Providing Structure and Guidelines:**

Establishing clear processes, procedures, and performance standards provides a framework for employees to work within, promoting consistency and accountability.

**Making Timely Decisions:**

Leaders need to make decisions when necessary, especially in critical situations, ensuring the team can move forward effectively.

**Empowering Subordinates:**

**Delegating with Trust**

Leaders should delegate tasks with clear expectations but allow employees to determine how to achieve the desired outcomes, fostering a sense of ownership.

**Encouraging Participation:**

Leaders should actively solicit input from their team members on decisions that affect them, creating a sense of involvement and value.

And Providing Support and Resources, Fostering Open Communication, Recognizing and Rewarding Contributions:

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Subject Code :

Question Number	Solution	Marks Allocated
	<p>2. Explain the role of Team Building</p> <p>In this case It can be noticed tht Team building approache followed by Alex to enhance over all performance of the organization</p> <p><b>Enhancing Communication and Collaboration:</b></p> <p>Team building activities encourage open communication and collaboration, allowing team members to share ideas, provide feedback, and work together to solve problems.</p> <p>Activities like brainstorming sessions, problem-solving exercises, and group projects help individuals develop better communication skills and learn how to work effectively with others.</p> <p><b>Building Trust and Relationships:</b></p> <p>Team building activities create opportunities for team members to interact outside of their typical work environment, fostering stronger relationships and building trust.</p> <p>When team members feel comfortable and connected with each other, they are more likely to support each other, share information openly, and work together effectively.</p> <p><b>Improving Problem-Solving Skills:</b></p> <p>Many team building activities involve challenges that require collaboration and creative problem-solving.</p> <p>By working together to overcome these challenges, team members develop their problem-solving skills, learn to think critically, and adapt to unexpected situations.</p> <p><b>Boosting Morale and Motivation:</b></p> <p>Team building activities can be fun and engaging, helping to boost morale and motivation among team members.</p> <p>When employees feel valued and connected to their team, they are more likely to be engaged in their work and motivated to achieve common goals.</p> <p>Increasing Productivity and Efficiency:</p> <p>By fostering a positive and collaborative work environment, team building can lead to <b>Increased productivity and efficiency.</b></p> <p>When team members communicate effectively, trust each other, and work well together, they are better equipped to achieve their goals and contribute to the overall success of the organization.</p>	<p><b>10M</b></p>

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