Duration: 2.5 Hours **Marks: 75**

N.B.:

1. **All questions are compulsory.**
2. **Figures to the right indicate maximum marks.**

Q.1 A. Choose correct option & fill in the blanks (Any 8) **(8)**

1. _____ refers to integration of economies and societies worldwide.
   a) Industrialization
   b) Globalization
   c) Privatization
   d) Liberalization
2. The policy where parent-country managers control subsidiaries is called _____.
   a) Ethnocentric
   b) Polycentric
   c) Geocentric
   d) Regiocentric
3. The employees belonging to the parent country are known as _____.
   a) PCN
   b) TCN
   c) HCN
   d) LCN
4. Cultural knowledge helps managers avoid _____ conflicts.
   a) political
   b) cultural
   c) economic
   d) legal
5. International assignments increase employees' _____ competence.
   a) technical
   b) managerial
   c) global
   d) operational
6. Training that improves understanding of cultural differences is called _____.
   a) leadership training
   b) cross-cultural training
   c) technical training
   d) safety training
7. International HR policies must comply with _____ regulations.
   a) financial
   b) labour
   c) market
   d) trade
8. Expatriates often receive additional _____ allowances.
   a) hardship
   b) academic
   c) educational
   d) technological

9. Managing employees across borders requires strong _____ skills.
   a) communication
   b) mechanical
   c) physical
   d) manual
10. International HRM focuses on managing _____ workforce.
   a) domestic
   b) diverse
   c) limited
   d) temporary

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

1. Cultural diversity can enhance innovation.
2. International HRM involves global staffing.
3. Expatriates may experience culture shock.
4. Repatriation helps transfer knowledge back to headquarters.
5. Global managers require adaptability.
6. Cultural training is unnecessary in multinational firms.
7. Workforce diversity improves decision making.
8. Global HR policies must adapt to local cultures.
9. Expatriate assignments involve high costs.
10. International HRM operates only within one country.

Q.2 A Explain the concept of global staffing. **(8)**
B Explain the advantages of global staffing strategies. **(7)**

OR

C Explain the concept of workforce diversity. **(8)**
D Explain the importance of diversity management in organizations. **(7)**

Q.3 A Explain the concept of training and development in multinational organizations. **(8)**
B Explain the benefits of employee development programmes. **(7)**

OR

C Explain the concept of expatriate management. **(8)**
D Explain the role of family support in expatriate success. **(7)**

Q.4 A Explain the meaning of international HR policies. **(8)**
B Explain the importance of legal compliance in international HRM. **(7)**

OR

C Explain the concept of global leadership. **(8)**
D Explain the characteristics of effective global leaders. **(7)**

Q.5 A. Explain the importance of cross-cultural communication in multinational organizations. **(15)**

OR

B. Short Notes (Any 3) **(15)**

1. Expatriate Adjustment
2. Cultural Intelligence
3. International HR Planning
4. Global Talent Management
5. Work-Life Balance in Global Assignments

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April 2026

TYBMS Sem VI HR

OK

Time: 2.5 Hrs **Marks: 75**

Q.1.A) FILL IN THE BLANKS: (ANY 8) (8 M)

1. One important objective of OD is to increase _____. (profits, motivation, sales, manpower)
2. Change in reporting structure is called _____in Organisational Development. (retrenchment, repositioning, merger, restructuring)
3. _____ is the main basis of forming a hypothesis. (observation, experiments, feedback, surveys)
4. Unwanted conflict can drain _____. (energy, resources, manpower, time)
5. BPR was propounded by _____. (Michael Hammer, Thomas Hammer, Jim Hammer,
   Peter Hammer)
6. _____ deals with the tactics & strategies. (economic analysis, financial analysis, SWOT analysis, political analysis)
7. A more active and powerful third party role is that of _____. (practitioner, mediator, consultant, arbitrator)
8. To help people understand each other is an example of _____. (sensitivity training, motivation, training, performance appraisal)
9. _____ power based on the power-receiver having an identification with power holder. (power, productivity, efficiency, effectiveness)
10. Power and politics are _____process in the organization. (natural, opposite, complimentary, rare)

Q.1.B) MATCH THE COLUMN: (ANY 7) (7 M)

	GROUP A		GROUP B
1	Component of OD	a	Normative process
2	Creative thinking	b	Supportive
3	Facilitator	c	Robert Blake & Jane Moulton
4	BPR	d	Restructuring
5	Grid training	e	Ability of the power holder to punish other
6	Transactional analysis	f	Decisions are made on the basis of rules & procedures
7	Parent ego state	g	Mind mapping
8	Bureaucratic model	h	Free from restrictions
9	Autonomy	i	Eric Berne
10	Coercive power	j	Helpful & creative

Q.2.A) What are the competencies of OD practitioner? (8 M)
Q.2.B) What are the Emerging Trends in OD? (7 M)

OR

Q.2.C) How is OD important for managers? (8 M)
Q.2.D) Explain the participation of top management in OD. (7 M)

Q.3.A) Explain in brief the levels of organizational diagnosis. (8 M)
Q.3.B) Explain the tools used in organizational diagnosis. (7 M)

OR

Q.3.C) Explain the process of planned change. (8 M)
Q.3.D) Explain the role of change agents. (7 M)

Q.4.A) Explain the traditional techniques of OD intervention. (8 M)
Q.4.B) What are the features of Organisational Development interventions? (7 M)

OR

Q.4.C) What are the ways to enhance organizational effectiveness? (8 M)
Q.4.D) Write a note on Ethical guidelines for OD professionals. (7 M)

Q.5) Write short notes on: (**Any 3**) (15 M)

1. Value conflict & Dilemma
2. Politics & OD
3. Transaction Analysis
4. Organisational Lifecycle
5. Components of OD

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[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. State whether the following statements are true or false: (Any 8) **(8 Marks)**

1. The head of Joint Hindu Family business is known as Coparcener.
2. Moksha is salvation or liberation.
3. Vipassana meditation is often known as insight meditation.
4. Transformational leadership style relies on the charm of the leader.
5. 'Nishkama' means work with desire.
6. "Rajrishi" concept guides the king to rule his kingdom.
7. Western education system is not for girl students.
8. Self-Actualization is the highest order need according to Maslow's hierarchy of needs theory.
9. Concept of Sam-Daam-Dand-Bhed was proposed by Aristotle.
10. Transformational leaders do not encourage creativity and innovation.

Q1. B. **Match the columns: (Any 7)** **(7 Marks)**

	Column A		Column B
1	Positive stress	A	Chetana
2	Beliefs of a community	B	Arthashastra
3	Higher consciousness	C	Vasudhaiva Kutumbhakam
4	Rights and Wrongs (often subjective)	D	Chronic Stress
5	World is our family	E	Unite
6	Salvation or liberation	F	No fixed Syllabus
7	Written by Kautilya	G	Moksha
8	Stress due to some life incidence	H	Eustress
9	Yoga	I	Ethos
10	Gurukul System	J	Ethics

Q2 a) Define Ethos. State its features. **(8 Marks)**

b) What management principles can be learned from the Vedas? **(7 Marks)**

OR

c) How does Indian Ethos help in achieving efficient and effective managerial practices? **(8 Marks)**

d) Describe the management lessons an entrepreneur can derive from Kautilya's Arthashastra. **(7 Marks)**

Q3 a) Discuss the work ethos required at the top level with relevant examples. **(8 Marks)**

b) State the factors that lead to poor work ethos. **(7 Marks)**

OR

c) State the values that are required by Indian managers for efficient decision making. **(8 Marks)**

d) Describe the importance of transcultural values in management. **(7 Marks)**

Q4 a) What are the various physiological and behavioral outcomes of stress? **(8 Marks)**

b) State the importance of mental health in sound decision making. **(7 Marks)**

OR

c) State the various measures to overcome stress. **(8 Marks)**

d) What are the advantages and disadvantages of transformational leadership? **(7 Marks)**

Q5 a) Make a comparison chart of Gurukul and Modern education system. **(8 Marks)**

b) Explain the determinants of personality. **(7 Marks)**

OR

c) **Write short notes on following: (Any 3)** **(15 Marks)**

1. Lessons from Quran
2. Corporate Karma
3. Law of Karma
4. Meditation
5. Maslow's Need hierarchy theory

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TIME: - 2 ½ HRS **MARKS: - 75**

NOTE:-All Questions are compulsory.
Figures to the right indicate full marks.

Q.1 (a) State whether the following statements are 'True' or 'False' (Any Eight) **(8)**

1. Service quality is an assessment of how well a delivered service conforms to the clients's expectations.
2. Brokers bring buyers and sellers together while assisting in negotiation.
3. A public sector organisation is one that is operated by the government.
4. Social enterprises can be structured as a for-profit.
5. The causes of low morale can vary by business.
6. Migration of healthcare workers is comparatively high, as compared to other industries.
7. There are problem on the quality of staff recruited for the education of our citizens.
8. Maintaining work life balance is one of the biggest challenges in the retail sector.
9. Gap between perceived service & expected service occurs when the consumer misperceives the service quality.
10. Electronic channels require direct human interaction.

Q.1 (b) Match the Columns: (Any seven) **(7)**

Group 'A'	Group 'B'
1. Service cape	a. Moment of truth
2. Refferal markets	b. Plumber
3. Recruitment market	c. Car rentals
4. Service encounters	d. Consultancy
5. Perishability service	e. Add value to the organisation
6. Inseparability	f. Cobber
7. Highly tangibles	g. Booms & Bitner
8. Highly intangible	h. Retailers
9. Non-professional service	i. Movie ticket
10. Customer market	j. Third party markets

Q.2 (a) Explain the meaning and significance of services. **(8)**
(b) What are the reasons for growth of service sector. **(7)**

OR

(c) Explain the element of service encounter. **(8)**
(d) Discuss the six market model. **(7)**

Q.3 (a) Service triangle. Explain briefly. **(8)**
(b) Explain the strategies for managing emotional labour. **(7)**

OR

(c) Discuss the criteria for recruitment in service sector. **(8)**
(d) How can the manager motivate employees in service industry. **(7)**

Q.4 (a) What do you mean by service quality. Explain its dimensions. (8)

(b) Explain the service gap model. (7)

OR

(c) Reasons to fill the gaps in service gap model. Explain (8)

(d) Discuss advantages and challenges of delivering services through agents and brokers. (7)

Q.5 (a) Discuss the reasons for attrition in service sector. (8)

(b) Discuss cycle of mediocrity and cycle of success. (7)

OR

Q.5 Write Short Notes on: (Any three) (15)

i) Organisational effectiveness

ii) Creating a leading service organisation

iii) Servicescape

iv) Interviewing techniques

v) Cycle of failure

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