

MAY 2012

P/ID 77563/PMBE3

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Describe the importance of manpower grooming.
2. What is institution nuturing? What are its features?
3. What do you mean by institutional climate? Distinguish it from institutional culture.
4. Explain the indicators of power and powerlessness.
5. Explain the causes of resistance to change.
6. Describe the intervention strategies in the institutional development.
7. Describe the method of planning for students admissions.
8. Describe the steps in dispatching the mark statements to the students.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Discuss the role of learning institution and its environmental adoption.
10. Discuss the factors influencing institutional culture in our education institution.
11. Discuss the circumstances under which power is acquired.
12. Discuss in detail the internal and external factors influencing institutional change.
13. Discuss the various tools of change and development in the educational institution.
14. Discuss the factors which influencing the organisational effectiveness.
15. Explain the need and importance of communication management in education institution.
16. Explain the preparation for planning and control of conducting examination.

PART C — (1 × 20 = 20 marks)

Compulsory question.

17. The work Assignment :

Arvind supervised eleven accounting clerk in the budget and planning department of a university. None of the clerks had accounting degrees, but all were skilled in handling records and figures. They primarily prepared budgetary plans and analyse for operating departments. Data inputs were secured from the departments and from company records. Arvind assigned projects to the clerks on the basis of their interests and skills. Some projects were more desirable than others because of prestige challenges the contacts required or other factors : So there were occasional conflicts over which clerk was to receive a desirable project. One clerk who seemed especially sensitive and regularly complained about this issue was Prabhakar.

On one occasion Arvind received a desirable project and assigned it to a clerk by the name of Banta Singh. Prabhakar was particularly distressed because he felt he should have had the assignment. He was so distressed that he retaliated by gathering up his present assignment and putting it away in his desk. Then he took a

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book from his desk and started reading it. Since all the clerks were together in the same University most of them observed his actions. He answered to one in a voice loud enough to be heard by others, “nobody around here ever gives me a good assignment”.

Arvind overheard Prabhakar’s comment and looked up from his desk, nothing what was happening. Arvind was angered, but he sat at his desk for five minutes wondering what to do. Meanwhile Prabhakaran continued reading his book.

Questions :

- (a) What leadership issues are raised by this incident?
 - (b) Discuss what action Arvind should take. Consider politics and power, the path goal model of leadership and the contingency model of leadership before making your decision.
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