

MAY 2011

**P/ID 77503/PMBC/  
PMB1C**

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Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What are the contributing fields of organisational behaviour?
2. Discuss the determinants of personality.
3. What is learning curve?
4. Narrate the stages of group development.
5. Distinguish between culture and values.
6. What is organisational development?
7. Why do people join groups?
8. Differentiate between functional and dysfunctional conflict.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Explain the factors that determine an individual personality. What are the major determinants of personality that influence the study of organisational behaviour.
10. State the advantages and disadvantages of group decision making process.
11. What is managerial grid? Explain.
12. Explain the role of communication in an organisation.
13. Describe 'ERG' theory of motivation. Explain Need-Drive-Goal and defence mechanism.
14. How can stress be managed in organisations?
15. Critically examine the trait theory of leadership.
16. What is job design? Describe the factors affecting job design.

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PART C — (1 × 20 = 20 marks)

(Compulsory)

Case Study :

17. In 2007, Mr. Anish, a chartered accountant was elected as the Chairman of ABC Life Insurance Company. During 2007, the business couldn't grow fast. This naturally perturbed Mr. Anish as it did to the board of director's of the company. The board concluded the lack of leadership in sales policies. It was concluded that two directors in charge of sales were competent executives and leaders but the regional and district managers working under them were not competent leaders.

Mr. Anish called the two directors and asked them to ensure strong leadership at the regional and district level or else quit their jobs. As these directors left the meeting with the Chairman, one director told other", Now just how do we make people leaders? How can we be sure whether or not a person is a leader? You know this is tough job. Read and analyse the above case and answer the following questions.

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Questions :

- (a) If you were one of the directors, how would you answer the questions that the directors has raised?
  - (b) What would you do to develop strong leaders?
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