

MAY 2012

P/ID 37503/PBAC

Time : Three hours

Maximum : 80 marks

PART A — (5 × 5 = 25 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Why organisation is considered as a social system?
2. What are the various factors which affect personality development of an individual?
3. Define motivation. Appreciate its importance to a modern enterprise.
4. What is group dynamics? Why is it important for understanding organisational behaviour?
5. Differentiate between Extroversion and Introversion.
6. Define organisation structure. Why is it needed? Explain with example.
7. How does a strong culture differ from weak culture?
8. What is the concept of organisational conflict? Are organisational conflicts always dysfunctional?

PART B — (4 × 10 = 40 marks)

Answer any FOUR questions.

All questions carry equal marks.

9. Bring out with comments, the essence of learning theory of personality.
10. Explain McClelland's theory of motivation can achievement motive be developed. If yes. how?
11. What are different theories of group formation? Do they explain group formation phenomena fully? How?
12. What style of leadership has prevailed at NASA? What style do you think would work best?
13. What are the various benefits and limitations that accrue due to management by objectives?
14. What are the main features of Indian socio-cultural factors? How do these features affect the behaviour of people in an organisation?

PART C — (1 × 15 = 15 marks)

Case Study

15. "O.K., I admit it, I'm not a team player. I work best when I work alone and left alone", says Rahul.

Rahul's employer, an office furniture manufacturer, recently reorganized around teams. All productions in the company's factory is now done in teams. And Rahul's design department has been broken up into three design teams.

“I’ve worked here for four years. I’m very good at what I do. And my performance reviews confirm that. I’ve scored 96% or higher on my evaluations every year I’ve been here. But now every thing is changing. I’m expected to be part of our modular office design team. My evaluation and pay raises are going to depend on how will the team does. And get this 50% of my evaluation will be on how well I facilitate the performance of the team. I am really frustrated and demoralized. They hired me for my design skills. They knew I wasn’t a social type. Now they’re forcing me to be team player. This doesn’t play to my strengths at all.

Is it unethical for Rahul’s employer to force him to be a team player? Is his firm breaking an implied contract that it made with him at the time he was hired? Does this employer have any responsibility to provide Rahul with an alternative that would allow him to continue to work independently?
