

MAY 2013

P/ID 37503/PBAC

Time : Three hours

Maximum : 80 marks

PART A — (5 × 5 = 25 marks)

Answer any FIVE questions.

1. What are the determinants of personality?
2. Distinguish between classical conditioning and operant conditioning.
3. Define power. Explain Mulder's theory of power distance.
4. What do you mean by Leadership? Explain briefly.
5. Discuss the dilemma of change and explain how to resolve this dilemma.
6. What do you mean by sensitivity training? Could you relate O.D with sensitivity training?
7. Discuss the means of achieving or improving organisational effectiveness.
8. Explain the causes of conflict.

PART B — (4 × 10 = 40 marks)

Answer any FOUR questions.

9. Elaborately explain organisational behaviour models.
10. Explain various theories of personality
11. Discuss the nature of group dynamics that prevail in informal organisation and its impact on organisation.
12. What do you understand by Leadership style? Explain Leadership style of continuum.
13. Discuss how a manager manages changes effectively.
14. Analyse the factors affecting morale of employees.

PART C — (15 marks)

(Compulsory)

15. The T Aerospace Company is in the early stages of planning the development of its latest commercial jet, the 007. The aircraft industry is a fiercely competitive one, dominated by a few large global players who operate at the forefront of technology. In this industry, competitors quickly copy and advance in technology or new management technique that might provide them with

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competitive edge. Some of the T Aerospace Company's competitors have adopted team working as means of speeding up their development and production processes.

The T Aerospace company is thus considering the adoption of team working in its operations but some of the traditionalists in the company are doubtful. They are concerned that the benefits of work specialisation will be lost. Some of the managers have had negative experiences with team working and so have strong reservations about the proposed changes.

Questions :

- (a) List the four key components involved in making an effective team.
- (b) Identify the benefits that the T Aerospace Company can expect to gain from the adoption of team working.
- (c) Describe the difficulties that the company is likely to encounter in the management of its teams and recommend ways to turn individuals into team players.