

MAY 2011

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. Elucidate the concept of OB and bring out the importance of the study of OB.
2. What are the major determinants of personality?
3. Critically examine the need hierarchy theory of motivation.
4. What are the characteristics of a peer group?
5. Successful leaders are emotionally mature. What does this statement mean?
6. Is resistance to change bad? In your answer, be sure to make a case both for and against resistance.
7. What are sources of stress? State its consequences.
8. What is organisational climate? When the organisational iceberg concept is discussed?

PART B — (4 × 10 = 40 marks)

Answer any FOUR questions.

All questions carry equal marks.

9. “Organisations need people and people also need organisations”. Critically evaluate this statement.
10. “All said and done, nothing motivates like money”. Do you agree or not? Justify your stand.
11. What can management do to improve group decision-making effectiveness?
12. Describe the strengths and weaknesses in the trait approach to leadership.
13. “OD techniques change attitudes and behaviour modifications” Comment.
14. “The larger the group, the greater the likelihood of conflict”. Do you accept or reject? Discuss five conflict resolution techniques.

PART C — (15 marks)

Compulsory.

15. Case study.

In the headquarters of an organisation, the guidelines for policy makers who communicate to the implementation level were missing. Some experienced personnel were commissioned to build up a force to help the organisation. The approach was you are all experienced and you know the work. You should do it.

After four months there was no progress. These seasoned persons were shifted and comparatively new blood was injured. They were being treated as well experienced and that very little guidance was needed and hence no guidance was provided initially. Later they were given simple guidance. However, a lot of concern was shown to them. One newly married lady was given a vocation initially, another a short off them required. On her return concern was expressed about their welfare and family. No questions were asked about the assignment. At the end of two months, there new blood came up with the completed work, asking for further guidance and instructions.

Questions :

- (a) Analyse each group's behaviour.
 - (b) Why and how was the last group able to produce result?
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