

SVKM's NMIMS

School of Distance Learning

Programme: DBM/PGDBM/DMM/PGDMM/DFM/PGDFM/DHRM/PGDHRM/DITM/PGDITM
/DSCM/PGDSCM/DBFM/PGDBFM

Academic Year: 2011-2012

Semester I

Subject: Organisational Behaviour

Course: New

Marks: 70

Date: 27.12.2011

Time: 11.00 a.m to 2.00 p.m

Time: 3 hrs

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page.
2. Figure in brackets indicate full marks.

Q1) Attempt any 2 out of 4

Marks: 10

- a) What is transactional analysis? Explain any two ego states in brief.
- b) Why are Hawthorne experiments important for understanding human behaviour in organisations?
- c) What are rewards? Which are the most popular rewards offered to employees?
- d) What do you understand by power tactics?

Q2) Write short notes on : (any two)

Marks: 10

- a) Situational leadership
- b) Maslow's hierarchy of human needs
- c) Fiedler's contingency model
- d) Johari Window
- e) Attributes of behaviour

Q3) Attempt any 3 out of 5

Marks: 30

- a) How would you define culture? Explain diversity issues faced by multi-cultural organizations? How can training help in bridging the gap between various cultures?

- b) Why is impression important for human beings? Discuss the different impression management techniques used by employees in the business world.
- c) Define perception? What do you understand by perceptual organization and which are its different forms?
- d) Why are virtual teams becoming more popular today? Explain in detail which qualities are considered desirable in a team player?
- e) Are conflicts always bad? How will you differentiate between functional and dysfunctional conflicts? Is motivation required to solve a conflict?

Q4) CASE STUDY

Marks: 20

It was a holiday for Dr. Shilpa Nayak. She was busy cooking some delicacies for the evening party when the phone rang. "Hello.." the rough voice from the other side said, "Hello Dr. Nayak, where are you?" Immediately realizing that it was the HR Head Ms. Jyoti Sharma calling, Dr. Nayak calmly replied, "I am at home. It is my compensatory holiday today. What is the matter?" Ms. Jyoti firmly asserted, "Well, I am very upset with you. You have distributed the Certificates of the recently held National Research Conference to everyone except me. I fail to understand why you have done this! I am the one who has been helping you all throughout and how can you forget my Certificate. You have intentionally done this to show that I don't deserve it. How could you do this to me? Even on the day of the Conference, you introduced everyone to the guests but you didn't introduce me. I didn't expect this from you. You only know to use people when you have work from them and now on I will strictly maintain a professional relationship with you. I will do your work but I will not be friends with you."

By now, Dr. Nayak was literally in tears. She somehow picked herself up and started, "Jyoti, just because I am not saying anything, that doesn't mean you can say anything you want. This was unintentional and you are misunderstanding me. I gave away the Certificates at 9.30 a.m. in the morning and since you come only by 10.30 a.m., I was unable to give you your Certificate. Also, few other faculty members had not come to college, so it is not just yours that is pending but 4 to 5 more Certificates that are still with me and I would have given it in the next few days. I don't think it is right for you to make such extreme conclusions out of such a small thing." The other voice reiterated again, "No no no, it is not a small thing. It is surely a very big thing for me. Appreciation should be timely. It loses its value if it is given late. Now I will definitely not accept that Certificate. It was your responsibility to have given it to me on time. How could you forget mine? I fail to understand." Dr. Nayak once again tried to explain before she realized that it was a waste, "I told you Jyoti, I didn't forget to give it! It is just that when I distributed them, you were not in office and after that I got busy with the scheduling of Vivas. I agree that it is my mistake that I haven't given you the Certificate on time but it really was not intentional. It just happened so." Dr. Nayak was very disturbed and kept brooding on this the entire day. She didn't even entertain her guests well and she slept over the problem. The next day was a fresh day for her with newer challenges and more people issues to handle.

Questions (attempt all these 3 questions):

- a) What are the reasons of conflict here? (7)
- b) Assess the personality attributes of both the persons in this case study. (7)
- c) If you were Dr. Nayak, how would you resolve this conflict? (6)

X

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