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Roll No. _____

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M.B.A. 3rd Semester Examination, 2012

Personal and Interpersonal Dynamics

Paper No. : 307 B

Time Allowed : Three Hours] [Maximum Marks : 75

Note : Attempt **all** questions. All questions carry equal marks.

Unit - 1

1. Do organizations need to have a clear statement of vision and values? What purpose do they serve?

OR

What steps would you take as a manager to effect change in the mind-set of employees conducive to the changing reality of business?

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Unit - 2

2. Describe the socialization process and explain how it influences personality, attitudes and values?

OR

Explain and illustrate the main processes and problems in personal perception including halo effect, stereotyping and false attributions.

Unit - 3

3. Why is feedback important? Discuss how feedback can be given and received.

OR

What is persuasion? Discuss various theories and processes of persuasion.

Unit - 4

4. Explain the types of action managers can take to change organizational culture.

OR

Learning organizations can be promoted by

a conducive climate, transformational leadership, and empowerment. Discuss.

Unit - 5

5. Read the following case carefully and answer the questions given at the end :

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Gridhar is addressed by his colleagues) had been an amicable personality, he had always displayed keenness to gain knowledge-learn more, may visible traits of creativity-in the sense try to make "unique"/ different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made

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him approachable to others and appreciated by one and all, and also saw him rising in the organisation structure.

Nicky Tanwar, The Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as trainee, was surprised at recalling the contents of the just concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P.) had said "Madam, Giri sir scares the hell out of us by refusing to listen to our point of view." Raj, an executive at R.P. Communications had revealed "Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P."

Mohan, a senior creative manager at R.P. had said that Giri seems to have changed,

he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn't entertain any questions/or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict.

Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri's behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri "You know Nicky, my team is good, and however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before."

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Nicky decided to seek the help of the CEO of team and Grow Leadership Centre (LSLG), a training firm, who regularly holds workshops meant for helping professionals and executives of firms to diagnose their own behaviour patterns as well on how to manage stress that could cause various levels of conflicts for the individual as well as the organization.

Questions :

- (a) What do you think is the major cause of the problem in the above case?
- (b) Do you agree with Nicky that role ambiguity may have caused a change in Girl's behaviour? Why?
- (c) Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?