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Roll No. \_\_\_\_\_

**2039**

**MBA 3<sup>rd</sup> Semester Examination, 2013**

**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. Describe the role of a manager in an organization in the present day scenario and explain how he/she can change the mindset of employees in the changing business scenario.

**OR**

"In recent years, it has been seen that organizations have become volatile to organizational values and work ethics."  
Explain.

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**Unit - 2**

2. Can emotional intelligence be learned? Briefly discuss the process of learning emotional intelligence.

**OR**

Describe the process of perception, both bottom-up, and top-down processing. Discuss the perceptual errors and how they can be overcome, by citing a few instances.

**Unit - 3**

3. What is persuasion? Explain thirty methods of influence as enunciated by Dr. Stephen R. Covey.

**OR**

"Communication is sharing of meaning and understanding." Comment and outline the process of communication in the light of

"Seek First to Understand, Then to Be Understood."

**Unit - 4**

4. Rivalry, politicking and conflicts are very common in the organizations. How the concept of The 7 Habits of Highly Effective People can help in handling this menace?

**OR**

Many business organizations are suffering from low trust culture. How can you deal with this with the help of the concept of The 7 Habits of Highly Effective People?

**Unit - 5**

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

Giri had come a long way from when he joined R.P. Communications (having a

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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 had been an amicable personality, he had always displayed keenness to gain knowledge-learn more, many visible traits of creativity-on 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 him approachable to others and appreciated by one and all, and also saw him rising in the organization 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 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

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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 behavior 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 my new role I am expected to perform even better than before."

Nicky decided to seek the help of the CEO of team and Grow Leadership Centre, a training firm, who regularly holds workshops meant for helping professionals and executives of

firms to diagnose their own behavior 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 problem in the above case?
- (b) Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behavior? Why?
- (c) Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?