

(Printed Pages 6)

PGMC-1531

M.B.A. Third Semester Examination, 2009

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 - I

1. Highlight the transition which has taken place in Indian society from agrarian to industrial environment. Discuss the work behaviour which has undergone change before and after the industrial revolutions with examples.

OR

P.T.O.

PGMC - 1531

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

Unit - II

2. 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.

OR

Describe Erikson's Model of Personality development and its relevance for work environment.

Unit - III

3. Discuss the significance and process of counselling in organisations. Describe the ethical issues involved.

OR

Discuss how group effectiveness can be improved. Describe a few case examples where group effectiveness

was improved in an organization.

Unit - IV

4. Define and discuss essential features of a learning organisation. What are the facilitating and hindering factors? Cite an example where a traditional organisation is transferred into a learning organization.

OR

Discuss the importance of understanding political behaviour in an organisation. Comment on whether the use of power and politics in organisations is ethical or unethical.

Unit - V

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 oc-

PGMC - 1531

copy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Girdhar is addressed by his colleagues) had been an amicable personality, he had always displayed keenness to gain knowledge - learn more, many 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 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."

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 behaviour patterns as well on how to manage stress that could cause various levels of conflicts for the individual as well as the organisation.

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 Gir's behaviour? Why?
- (c) Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?