

(Printed Pages 8)

## **PGM - 2126**

**M.B.A. (Third Semester) Examination, 2010**

**Personal and Interpersonal Dynamics**

**Paper : 307-B**

*Time Allowed : Three Hours] [Maximum Marks : 75*

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

### **Unit - I**

1. Examine the impact of LPG (Liberalization, Privatization and Globalization) on Indian social values in a broader perspective.

**OR**

"In recent years it has been seen that organizations

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**PGM-2126**

have become volatile to organizational values and works ethics." Explain.

**Unit - II**

2. Critically analyze the statement "various psychological processes can be thought of as pieces of figsaw-puzzle and personality as completed puzzle picture."

**OR**

Critically examine Maslow's needs hierarchy model. How far in the above hierarchical ladder do most people progress?

**Unit - III**

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

**OR**

Explain what do you mean by distributive learning and constructive learning. Why isn't integrative learning

more widely practised in organizations?

**Unit - IV**

4. What is the origin of organizational culture? How does culture affect individual's behaviour in an organisation?

**OR**

Define authority. You are a sales representative for an international software company. After 5 excellent years in your region sales are down by 35% this year. Give three logical reasons in your defence to avoid any adverse entry in your personal file.

**Unit - V**

5. Read the following case carefully and answer the questions given at the end :
- Mrs. Sushmita Soni sat there munching the last of her sandwiches, that formed her late light lunch, recollecting excerpts of her just finished meeting with

**PGM-2126**

Pranoy, the G. M. (Marketing). She concentrated on Pranoy's last words. "There are as such no negatives that can be attributed to Uttam's emotional stability but his general disposition, handling of situation, and retracting in his own world if something goes against his wish; go against the responsibilities of the new job."

The discussion with Pranoy had puzzled her all the more. She feels that she stood at a vantage point where she was left more indecisive than before the meeting.

The meeting was arranged by her to discuss the suitability of Uttam, AM (Product Planning) and Palash, AM (Marketing Services) with their HOD, Pranoy who has been with the company for about 10 years.

Sushmita had joined M/s Spark Electricals, the only manufacturer of ISI branded Electrical Leakage current Breakers, eight months back as GM HRD.

**PGM-2126**

Sushmita, in her late 40's had a boastful academic and professional career. She was Doctor of Psychology with an XLRI honoured Management Degree and had served the Personnel Management stream profusely with her contributions through theories, papers, practical and training programmes. She is one of the founder members of Human Behaviour Therapy Institute.

Never in her successful career was she faced with such a controversial dilemma. The HR systems in Spark Electricals were well framed and were followed in true sense and spirit without any precedents of deviation.

The Service Manager had recently resigned leaving the position vacant. The position was to be filled internally through promotion. Two applications of Uttam and Palash, successfully passed all elimination screening and were finally under consideration.

**PGM-2126**

Sushmita sat through the personal files of both to comparatively analyse their standings in view of Job specifications laid down for the position of Service Manager. The outcome is tabulated as follows :

Factor	Job Specification for the post	Uttam	Palash
Educational Qualification	B.Tech, MBA	BE elect. PGDBM- IIM, AHMD	M.Sc. Elect MBA INDORE
Experience	4 yrs. (at least 2 years as AM)	5 yrs. (2.5 yrs as AM)	3.5 yrs. 2.75 yrs as AM)
Personality Characteristic	IPR-3 consecutive above average ratings	IPR-1 above average 2 average	joined only 25 months back 2 ap- raisals both above average.
Emotional Stability	at least-A for 3 consecutive appraisals on a scale of +A to -E	ES rating A, B, C	B & +B

In this background Sushmita wanted to have elaborate specific comments of appraiser on

emotional stability. But the session with Pranoy did not give Sushmita any solid ground to justify Uttam's not so favourable A B C ratings and dismissing his candidature.

On impulse she stood up and went to Uttam's desk. When she entered his cabin, he was talking to someone over telephone, "... don't know what to do with his 'Know all attitude.' Since the time we started working on this year's sales policy, I did not agree with his proposal..., but he is the boss. I know it wouldn't work but he supported it with such positive cause effect results that it ultimately won over my proposal..." "I knew a weak strategy cannot work with any amount of support, so I opted for not cooperating. Of course, I haven't said so but I'm really going my own way."

He was so engrossed talking that he didn't hear Sushmita coming in. He was also at such an angle

**PGM-2126**

that he didn't see Sushmita standing in his cabin. He continued, "... Anyway, what made you call up? A complaint? come on! You know complaints to me are like drumming at deaf ears. Don't worry, I will use my influence to make your loss good. Why bother about bureaucracy and protocols. OK. Then, I'll remember and you'll be compensated for in your next order. Thank you, Thanks for calling. Its nice talking to you ..."

Sushmita had made up her mind. After some pleasantries she left for her cabin and entering she sat down to write her recommendations.

**Questions**

1. Discuss Sushmita's approach to the case.
2. What would be the probable recommendations of Sushmita? Would Pranoy agree with the recommendations?