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Your Roll No.

1980

B.Sc. (Hons.) (Computer Science)/III Sem. C

Paper 305—Organizational Behaviour

(Admissions of 2001 and onwards)

Time : 3 Hours

Maximum Marks : 75

(Write your Roll No. on the top immediately on receipt of this question paper.)

Attempt *all* the questions from all the Sections.

Section A

(Each question carries 3 marks.)

1. What is an attitude ? What are the three components of attitudes ?
2. Discuss the nature-nurture conflict with respect to personality determinants.
3. Explain expectancy theory of motivation.
4. Differentiate between job enlargement and job enrichment.
5. Define rumor. What are its causes ?
6. What is TNA ? Explain its process.

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7. What are the differences between legitimate and illegitimate political behaviour ?
8. Discuss the trait theory of leadership.
9. What is the significance of MBO in contemporary organizations ?
10. What are the various power tactics ?

Section B

(Each question carries 5 marks.)

11. What are contingency theories of leadership ? Explain with the help of Fiedler's model.
12. What are the various factors that contribute to political activity ?
13. How to develop performance standards ? Explain any *two* alternative methods of performance appraisal.
14. Discuss the process model of communication.
15. Explain any *one* of the job training methods and its relevance in the Indian context.
16. Discuss transactional and transformational styles of leadership. Which according to you is more relevant in current times ?

Section C

Read the given case study carefully and answer the questions given at the end. (Each question carries 5 marks.)

Excel Company is engaged in taking up turn-key projects in the engineering field. It is a matrix organization, and the staff works on a series of projects under Project Managers. There is little visible hierarchy. In this organization, the HRM Department under a Director is responsible for carrying out performance appraisals. Soon after a project is over, Project Managers summarize the performance of the staff under them in the respective project. They give comments on the skills possessed by each member of the staff, the difficulty of the task handled, and the unusual demands made on the staff members. This summary is not shared with the staff members. A copy of the summary is sent to Director for being used by the HRM Department.

Director analyses each summary, and evens out any variations of ratings among Project Managers. Thereafter, the Department prepares a summary of the previous year's performance of each staff member. A copy of this summary is sent to Project Managers to give the feedback and a copy is sent to the appraisee.

Director arranges and conducts performance appraisal discussion with each member of the staff separately, counsels and guides the staff member, and identifies his/her training and development needs. The HRM Department takes follow up action and monitors progress in the improvement in the staff member's performance.

Questions :

- (i) Comment on the characteristics of the performance appraisal system in the company.
- (ii) What are the strengths and weaknesses of this system ?
- (iii) Will you suggest any changes or improvements in the system ? Give reasons for your suggestions.