

This question paper contains 7 printed pages]

Your Roll No

6191

B.Sc.(Hons.) III Sem. / II Yr. J

COMPUTER SCIENCE

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 questions

Section – A

- 1 Define rumour List the steps you would take to minimise the effects of rumours

- 2 Differentiate between content theories and process theories of motivation

- 3 What do you understand by charismatic leadership ?
- 4 Enlist some important methods of training and development
- 5 Describe the 'stages approach' to personality
- 6 "Happy workers are always more productive"
Comment
- 7 Describe the job-related attitudes
- 8 Discuss the key differences between horizontal, vertical and diagonal communication
- 9 What are the various causes of power ?
- 10 Describe job analysis (3 × 10 = 30)

Section – B

- 11 What do you understand by the term 'LPC' ? Is there any correlation between high and low LPC scores and the type of leadership ?

- 12 Define organizational politics Briefly explain the organisational variables that contribute to organisational politics
13. Explain with examples various barriers to communication
14. What are the errors that creep in while conducting the performance appraisal ? How to minimize the errors in performance appraisal ?
- 15 Explain the various tactics through which power is executed.
16. Discuss various job training techniques
- 17 What are the assumptions underlying the Blake and Mouton grid model ? Why a "9 9" leadership style superior to other styles proposed in the model ?
(5 × 7 = 35)

Section – C

Case study

- 18 Over the last couple of years there has been a marked change in the way some firms are attempting to motivate their personnel. While such factors as interesting work and the opportunity to use their abilities still rank high on the list of what management are trying to provide their people, there is growing interest in linking pay to performance. Employees who thrive on challenge are responding to the pay-for-performance approach, and there are an increasing number of firms that are moving in this direction.

A good example of a pay-for-performance firm is the highly successful Charlotte-based steel producer, Nucor. This innovative company pays its managers about 25 percent less base salary than those in competitive firms. However, if Nucor managers perform up to expectations, they can earn as much as 100 percent of their salary in annual bonus. So a relatively low-salaried plant manager can still do quite well through incentive pay if he or she performs well.

AT&T is another firm that has begun adopting a pay-for-performance approach. When the firm had a monopoly in the telephone business, it paid very high salaries.

However, when it becomes deregulated, the company began holding down base salaries and moving more toward bonus pay. Today, many of AT&T's managers make less than their counterparts who work for competitors MCI and Sprint. However, when the annual bonus is added into the compensation package, the high-performing AT&T managers come out ahead. Today 80,000 middle managers and 30,000 researchers, scientists and other technical people are covered by such an approach. All are linked to an 'Economic Value Added (EVA)' plan, which is based on net operating profits after deductions for capital uses, inventory, and accounts receivable. Managers who meet their annual salary

Scott paper uses an approach similar to AT&T's with 70 percent of managers' bonuses dependent on their business unit's EVA and the other 30 percent on the success of the individual or a small

team of people with whom the person works. If a unit achieves its EVA, the bonus will run around 20 percent of annual pay. If the unit excised its goal by 50 percent, the bonus percent of annual pay So there is a major incentive for the Scott paper managers to reach and surpass EVA targets

In pursuing such incentive goals, most firms give their people a great deal of operating freedom At Yoplait Yogurt, for example, teams set their own targets and determine how to reach them. Recently the Yoplait group set a target of increasing operating earning by 100 percent Their success resulted in bonuses to the managers of between \$30,000 and \$50,000 The team was able to accomplish its goal by introducing new products such as brightly packaged Trix Yogurt for kids, while simultaneously cutting costs by using low – cost contract manufacturer

This new trend in pay for performance is attracting more and more entrepreneurilly oriented people who want the opportunity to do their performance A by product of such incentive plans is that the organisation is also sharply increasing its annual earnings

- (1) What particular needs does money satisfy ?
Incorporate Maslow's needs hierarchy into
your answer 3
 - (2) Is the need for recognition and challenge
more important than that for money ? 5
 - (3) How could equity theory be used to help,
explain the best way to motivate a
successful manager ? Give an example 2
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