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Your Roll No.....

6362

**B.Sc. (Hons.) – III Sem./II Yr./NS H  
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.

1. Differentiate between job specification and job description. 3
2. Distinguish between 'training' and development. 3
3. "Performance appraisal is a waste of time." Discuss in brief. 3
4. What is charismatic leadership ? 3
5. What are three contingency dimensions or factors that define situation in Fiedler's contingency model ? 3
6. What is difference between content and process theory of motivation ? 3
7. List the various off the job techniques of training. 3

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- ✓ 8. What is a difference between formal and informal communication ? 3
- ✓ 9. Do attitudes affect an individual's behaviour ? Explain. 3
- ✓ 10. What is Personality ? What are the main determinants of personality ? 3
- ✓ 11. What are Rewards ? Why organisation give rewards ? What is a difference between extrinsic and intrinsic rewards ? 5
- ✓ 12. Explain the process of communication in detail. 5
13. Why TNA (Training Need Assessment) is conducted ? What is a process of conducting TNA ? 5
- ✓ 14. What are the errors that creep in while making the performance appraisal ? How to minimise the errors in performance appraisal ? 5
15. Define organisational politics. Briefly explain the organisational variables that contribute to organisational politics. 5

16. What are the different sources of conflict in an organisation? Describe the various coping strategies used to overcome the conflict. 5

17. What is power? What are the different bases of power? 5

18. **Case Study**

While growing up, Shri Ram Kishore was always rewarded by his parents for showing independence. When started school, he was successful both inside and outside the classroom. He was always striving to be traffic controller, monitor in the class. Yet his mother worried about him because he never got along well with other children of his age. When confronted with this problem, Ram Kishore would reply "well I don't need them. Besides they can't do things as well as I can. I don't have the time to help them; I'm too busy improving myself."

Ram Kishore went on to do very well both in high school and college. He was always at or near top of his class

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academically and was a very good long distance runner for the track teams in high school and college. In college he should away from joining a fraternity. After graduation he went to work for a large insurance company and soon became one of the top salespersons. Ram Kishore is very proud of the fact that he was one of the top five salepersons in six of eight years he has been with the company.

At the home office of insurance, company, the executive committee in charge of making major personnel appointment was discussing the up-coming vacancy of sales manager's job for mid-western region. The human resource manager gave following report "As you know, the mid-western region is lagging far behind our other regions as far as sales all concerned. We need a highly motivated person to that situation over and turn it around. After an extensive screening process, I recommend that Ram Kishore should be offered this Job. As you know, Ram Kishore has an outstanding record with the company

and he is highly motivated. I think he is the person for the job."

Answer the following questions :

- (i) Do you agree with human resource manager ?  
Why or why not ? 2
- (ii) In the view of Ram Kishore's background, what motive discussed in the case would appear to be very intense ? What motives appear very low. Give specific evidence from the case for each motive. 5
- (iii) What type of motivation is desirable for people in sales positions ? What type of motivation is desirable for people in managerial positions ? 3