

[This question paper contains 5 printed pages.]

2006

Your Roll No.

MHROD / III Sem.

A

Course 634 – ORGANISATIONAL PSYCHOLOGY

Time : 3 Hours

Maximum Marks : 70

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

Part A and B are compulsory.

Each question in Part A contains equal marks.

Part B carries 30 marks.

PART A

1. Keeping the scope of Industrial Psychology in mind, trace the historical significance of this discipline. What are its salient land marks ?

OR

What are main features of learning in the organizational context ? Cite suitable examples from your learning experience in the classroom. (10)

2. Write briefly on :
 - (a) Classical and instrumental learning and their relevance for organizations.
 - (b) Relation between motivation and learning.

P.T.O.

OR

With help of any organizational theory, discuss how learning about organizational practices are facilitated by such a knowledge. (10)

3. Discuss the issues of leadership issues and effectiveness of its practices. Focus on any leader and elaborate on his/her contribution towards the growth of the organization.

OR

How can you reduce the arbitrariness of organizational selection process? Why is it important to learn about job and task analysis? (10)

4. Provide a critical analysis of any two theories of job satisfaction. Are they relevant in Indian conditions? If so why?

OR

Discuss briefly and critically (a) Attitude change
(b) Counselling in industry. (10)

PART B

A medium-sized business recently hired a new manager, Frederick Vine. Although Fred viewed his new position as a definite step up, in that this company was more prestigious than the one for which he had

previously worked, he was extremely unhappy with his new secretary, Harry. Harry preferred to think of himself as an "administrative assistant" rather than a secretary. He was quite active in the clerical union and spent many hours during the work day discussing union-related activities on the telephone. Harry also had a bad back and severe allergies and often called in sick. Fred perceived him as lazy, irresponsible, and uncooperative.

When Fred first arrived, he simply tried to go with the flow and adjust to his new secretary's habits. This proved difficult, however, because he found them so offensive and because at his previous company he had had an ideal female secretary who was sharp, motivated, and hardworking. After a short time, Fred decided he had to do something.

Fred began by summoning Harry to his office and sharing with him a lengthy document he had written on office procedures. He explained to Harry why they were important and noted that although his predecessor had not articulated such procedures, he simply could not operate without them. The procedures specified a number of work rules that affected all members of the staff—with a particular emphasis on the secretaries. Fred asked if Harry had any questions, and he responded negatively. Fred assumed, therefore, that he had made himself clear and that things would improve.

P.T.O.

Fred was soon proven wrong. Harry's behaviour did not change. In fact, about a week after he received the new set of rules, he e-mailed Fred that his back was really in bad shape and that he couldn't come to work that day. The next day he had a close friend call another secretary in the department and leave Fred a note indicating that his back was so bad that he probably would not be in for the rest of the week.

Fred was furious. He decided to take additional, more aggressive action. He began by interviewing several members of his department to discover their perceptions of the situation. He was informed of several specific examples involving instances of what he considered to be unprofessional behaviour on Harry's part (like playing computer games nearly every day from 4:00 P.M. to 5:00 P.M.). Upon Harry's return, Fred began to keep a careful log of all his peculiarities that deviated from the new office procedures. Predictably, he accumulated quite a list. After several weeks, he consulted with the director of personnel to make sure he wasn't violating any company rules. Then he wrote Harry a stern three-page letter listing all of his deficiencies in specific detail. He left this letter on Harry's desk first thing on a Monday morning and then busied himself with other tasks.

Later that day, Fred called Harry in to ask if he had

made himself clear. He asked if Harry understood the changes he needed to make if he were to remain gainfully employed. With teeth gritted, Harry said he did, but he also made a few comments about how difficult it was to adjust to Fred's style of leadership—a style that stood in stark contrast to that of his previous boss. Harry mentioned the fact that he was forty-five years old and had legitimate health problems. During the conversation, Fred interrupted him several times to enquire about other sorts of issues, such as how soon Harry thought he would be able to master some newly acquired software, mail merge. As Harry attempted to respond to his questions, Fred tipped back in his chair and quietly watched him. Harry couldn't help noticing that Fred occasionally tapped his fingers on his chair arms with a subtle air of impatience.

Questions :

1. Identify the salient issues of this case. (10)
2. What options would you support of the new managers ? (10)
3. What would you do if you were the manager HR ? (10)