

This question paper contains 7 printed pages.]

1792

Your Roll No.

B.Sc. (Hons.) Computer Sc. / III Sem. A

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.

Question No. II is compulsory.

Section A

1. Relationship between job design and motivation.
2. What do you understand by channel richness ?
3. What are the “Big Five” personality traits ?

[P.T.O.]

4. What is cognitive dissonance ?
5. Briefly explain the tenets of Johari Windows.

2×5=10

Section B

6. "Satisfaction leads to motivation or expectation of satisfaction leads to motivation." Explain this statement with reference to Vroom's theory.

Or

Differentiate between the content and process theories of motivation with the help of one theory each.

7. What do you understand by TNA ? What are the various key concepts involved in it ?

Or

What are the steps involved in training process ?

8. Define power and what are its various bases ? What is the relationship between power and general dependency postulate ?

Or

What are functional and dysfunctional conflicts ? What determines the functionality of the conflicts ?

9. What is managerial grid ? Explain the five key positions identified in this grid.

Or

Discuss the relevance of two recent approaches of leadership research in detail.

10. Define performance appraisal and explain the appraisal process.

Or

What are the various errors in performance appraisal and how can they be minimized ?

5×10=50

Section C

11. Case Study

Ask Michael E. Marks about his company's procedures for making a big capital investment. And he is likely to

refer you to the Flextronics International Corporate Policy Manual. It has 80 pages – all of them blank . Although Marks is Flextronics chairman and CEO, he says he sometimes lets subordinates such as Humphrey W. Porter, the head of Flextronics' European operations, do multimillion dollar acquisitions without showing him the paperwork. He disdains staff meeting at his San Jose (California headquarters, and he refuses draw up an organization chart delineating his managers' responsibilities.

One might think Marks' style is too casual for a fast-growing conglomerate. This is a giant that owns dozens of factories scattered over four continents and has big contracts with some of the most demanding corporate customers on earth, from Cisco system inc. to Siemens. What's more, Flextronics seems to be announcing a breakthrough deal a month. This year alone, the company has spent \$ 5.5 billion to acquire electronics manufacturing plants, designs, firms and component makers in the United States, Europe and Asia. It also has

landed huge manufacturing contracts with Motorola Inc. & Microsoft Corp.

As Marks sees it, the business of global contract manufacturing is all about speed. The time it takes to get a prototype into mass production and onto retail shelves across the globe can determine whether a leading-edge digital gadget succeeds or flops. And with the Internet and corporate makeovers rapidly reconfiguring entire industries, Marks thinks it's a bigger sin to miss important opportunities than to make a mistake or two. So he doesn't want to tie down his top managers with bureaucracy. One of the Marks's favourite dictums : "It's not the big that eat the small, it's the fast that eat the slow."

So far, Marks has managed to craft the right balance. A Harvard MBA who has run several small electronic makers, Marks helped engineer a takeover of Singapore-domiciled Flextronics in 1993, when it was nearly bankrupt. After turning the company around, he began to rebuild. Flextronics became a favoured supplier to

companies like Cisco, 3Com, and Palm. Marks then parlayed became a favoured supplier to companies like Cisco, 3 Com and Palm. Marks then parlayed Flextronics' zooming back stock price into aggressive acquisitions. In seven years, sales have soared from under \$93 million towards \$10.5 billion this year. Its stock, meanwhile, has soared from under \$10 in 1998 to the mid-70s currently. This year, Flextronics is poised to become the worlds' second largest contract manufacturer, after Milpitas (California) based Solectron Corp. Besides, the industrial parks in Hungary, it also has huge manufacturing campuses in Mexcio, China, and Brazil.

The basketball hoop hanging in Marks's modest, somewhat dishevelled office seems to sum up his self-image. Marks is a passionate player-even though he stands all of 5 ft. 2 in. likewise, in the business world, Marks seems determined to prove a point. One way or another, he's convinced he can retain the agile management style of start-up, while making Flextronics a global enterprise that can play in the big leagues.

1. Based on your reading of the case, describe the leadership process used by Michael Marks. Do you think he is successful because of or in spite of his leadership approach ?
2. What leadership theories would best support Marks ? Give specific examples.
3. How do you think Marks would do in another industry such as automobiles or retail ?

3×5=15