

[This question paper contains 5 printed pages.]

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Your Roll No.

B

B.Sc. (Hons.) COMPUTER SCIENCE / III Sem. .

Paper – CS 305 : ORGANIZATIONAL BEHAVIOUR

(Admissions of 2001 to 2009)

Time : 3 Hours

Maximum Marks : 75

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

Attempt all questions.

Q. 1 to 10 carry three marks each.

Q. 11 to 17 carry five marks each.

Q. 18 carries ten marks.

1. Discuss the various approaches to Job Design.
2. What are the motivators and hygiene factors listed in Herzberg's theory ?
3. Differentiate between Job Enrichment and Job Enlargement.
4. Enumerate the problems affecting performance appraisal.
5. What is Training Need Assessment ?
6. What is Personality ? What are the main determinants of Personality ?

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7. "Leaders are born not made". Comment.
8. Describe the sources of power.
9. Discuss the various styles of Leadership.
10. What is cognitive dissonance and how is it related to attitude ?
11. Explain the process of communication in detail.
12. What are the main steps for job enrichment ?
13. What are the different sources of conflict in an organization ? Describe the various coping strategies used to overcome the conflict.
14. Critically examine Off-the-job training techniques with relevant examples.
15. Define Political Behaviour. Explain the factors that contribute to Political Behaviour.
16. How do age, gender, tenure affect performance at work ?
17. Write short notes on any two :
 - (i) Johari Windows
 - (ii) Transaction Analysis
 - (iii) Sexual Harassment at Work place

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 manager 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 perform well.

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

However, when it became 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' (EVE) plan, which is based on net operating profits after deductions for capital uses, inventory and accounts receivables.

Scott paper uses an approach similar to AT&T's with 70 percent of managers bonuses dependent on their business unit's EVA and other 30 percent on the success of the individual or a small team of people with whom the person works. 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 cost by using low-cost contract manufacturer.

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

QUESTIONS

- (i) What particular needs does money satisfy? Incorporate Maslow's need hierarchy into your answer.
- (ii) Is the need for recognition and challenge more important than that for money?
- (iii) How could equity theory be used to explain the best way to motivate a successful manager? Give an example. (4+3+3)