

[Time: 03.00 Hrs]

[Marks:75]

Please check whether you have got the right question paper.

N.B:

1. Q.1 is compulsory and carries 20 Marks.
2. Q. 8 is compulsory and carries 15 Marks.
3. Attempt any four questions from Q.2, Q.3, Q.4, Q.5, Q6 and Q7. Each of these questions carry 10 Marks.
4. Figures to the right indicate full marks.

Q.1	<p>Case Study:</p> <p>Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.</p> <p>Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper-level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.</p> <p>Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much. The managers are sensing that staff is becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staffs have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available. As staffs become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.</p>	(20)
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	<p>(a) How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?</p> <p>(b) What steps could be taken to build staff confidence?</p>	
Q.2	<p>Any two from (a) or (b) or (c):</p> <p>(a) Explain the nature and scope of Organizational Behavior.</p> <p>(b) Describe the factors affecting organizational culture.</p> <p>(c) What are the internal and external factors in organizational design?</p>	(10)
Q.3	<p>Any two from (a) or (b) or (c):</p> <p>(a) The Perception of an individual is influenced by several factors. Explain them in brief.</p> <p>(b) What are the determinants of group behaviour? Explain them in brief.</p> <p>(c) Describe the characteristics of Leadership.</p>	(10)
Q.4	<p>Any two from (a) or (b) or (c):</p> <p>(a) What is politics? What are the factors that influence political behavior?</p> <p>(b) Explain the big 5 personality traits giving suitable examples.</p> <p>(c) State the principles of group dynamics.</p>	(10)
Q.5	<p>Any two from (a) or (b) or (c):</p> <p>(a) Apply the concept of Johari Window to a new team member.</p> <p>(b) Explain the factors influencing the group processes in an organization.</p> <p>(c) List different types of leadership styles. Explain any one in detail</p>	(10)

Q.6	<p>Any two from (a) or (b) or (c):</p> <p>(a) Explain stress. List different types of stressors.</p> <p>(b) Explain the power of Grapevine communication in an organisation.</p> <p>(c) Explain “strong culture is the foundation of success of any organization?”</p>	(10)
Q.7	<p>Any two from (a) or (b) or (c):</p> <p>(a) What is Transactional Analysis? How does it contribute to understanding of human behaviour?</p> <p>(b) Write a note on Job Enrichment.</p> <p>(c) Explain in brief the various tools of communication.</p>	(10)
Q.8	<p>Any three from (a) or (b) or (c) or (d):</p> <p>(a) “Modern Approach to Conflict is quite different from Traditional Approach”? Explain.</p> <p>(b) What are the sources of power for a leader?</p> <p>(c) Write a note on line & staff organization.</p> <p>(d) Discuss the process of creating an organizational culture.</p>	(15)