The reality is, the company's employees are well trained in technical expertise and the subtleties of clients needs but still lack the interpersonal skills needed to enhance their effectiveness. Some training managers have long been suggesting for the inclusion of interpersonal skills as one of the core subjects in the training program. Irrespective how technically qualified a person is in accounting management, getting along with the customer is one key to success. Overconfidence and ignorance are a bad combination for a consultant. But line managers point out that the company has conducted training in client and customer relations, only two years ago. They added that there is no improvement in customer relations and money spent on such training is not be justified. The senior managers of the company feel that much investment on training is unnecessary as some of the trained employees join other organizations.

But most of the managers feel that investment in training is essential but the dilemma is which part of the skill should receive more attention and investment.

Questions :

Will training help to solve the problem of interpersonal relations ?

Is training cost effective ?

Is Arvind Finance training centre provides the right knowledge and skills ?

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First Semester M.F.A. Degree Examination, January/February 2014

(Semester Scheme)

Finance and Accounting

Paper 1.2 : MANAGING PEOPLE IN ORGANISATIONS

Time : 3 Hours

Max. Marks : 80

Instruction : Answer all Sections.

SECTION – A

1. Answer **any ten** from the following in about 3-4 lines. **Each** question carries 2 marks.　　　　　　　　　　　　　　　　　　　　　　　(10×2=20)

   a) Define organisational culture.

   b) Define the term 360° performance appraisal.

   c) What is 'Expert Power' ?

   d) What is self efficiency ?

   e) Define 'Emotional Intelligence'.

   f) Define Stereotyping.

   g) Define the concept of organisation effectiveness.

   h) What is TQM ?

   i) Give the meaning of Approach-avoidance conflict.

   j) What do you mean by Escalation of Commitment ?

   k) What is organisational change ?

   l) What do you understand by "organisational conflict ?

SECTION – B

Answer **any three** from the following. **Each** question carries **five** marks.　　(3×5=15)

2. Briefly discuss the "personal factors". Which affect 'Individual Behaviour' in an organisation ?

3. What are the difficulties in changing the attitude and what are the ways of changing the attitude ?

4. Briefly describe Myers-Briggs Type Indicator.

P.T.O.

5. Differentiate between a Manager and a Leader.

6. Explain the salient features of group dynamics.

SECTION – C

Answer **any two** questions from the following. **Each** question carries 15 marks.

(2×15=30)

7. "Today's workforce is increasingly madeup of part time or contingent employees". Is organisational culture really important of the workforce is mostly temporary employees ? Explain.

8. Critically examine two factor theory of motivation. How does it compare and contrast with the need hierarchy theory ?

9. Explain the process of interpersonal communication and briefly explain the barriers to communication and suggest remedies for overcoming them.

10. Write a detailed note on training and development.

SECTION – D

Compulsory :   (1×15=15)

11. Read the following case carefully and answer the questions given at the end of the case.

Bitter it may taste, shrill it may sound and sleepless nights it may cause, but it is true. In a major shake up. Airbus- the European aircraft manufacturer - has thrown a big shock to its employees. Before coming to the details of the shock, a peep into the company's resume.

Name : Airbus

Created : 1970

President, CEO : Louis Gallois

Employees : 57,000

Turnover (2006) : 26 bn (Euro)

Total aircraft sold (Feb. 2007) : 7187

Delivered 4598

Headquarters : Toulouse (France)

Facilities : 16

Rival : Boeing

Airbus announced on February 27, 2007, that it would shed 10,000 jobs across four European countries and sell six of its units. On the same day the hapless workers did what was expected them - downed tools and staged protests. The protesting workers at Airbus's factory at Meaulte Northern France were seen picketing outside the factory gate after holding up production a day earlier. To be fair to Airbus, its management entered talks with unions before the job loss and sale was formally announced. But the talks did not mollify the agitated workers.

Job shedding and hiring of units are a part of Power 8 restructuring plan unleashed by Airbus to save itself from increasing loss of its ground to the arch rival, Boeing Co.

Airbus's Power8 strategy was first mooted in October 2006, but sparked a split between France and Germany over the distribution of job losses and the placement of future ones. Later the two countries agreed to share both job losses and new technology.

The Power8 plan, if finalised, would mean a 9 percent reduction to Airbus's 55,000 employee strength.

Questions :

1) Why should Power8 focus on shedding jobs to save on cost ? Are there no alternative strategies ?

2) Will the proposed shedding of jobs and sale of six units help Airbus survive the intense competition from Boeing ?

PG –

I Semester M.F.A. Degree Examination, February 2013
(Semester Scheme)
FINANCE AND ACCOUNTING
Paper – 1.2 : Managing People in Organizations

Time : 3 Hours   Max. Mar

Instruction : *Given in each Sections.*

SECTION – A   (10

1. Answer **any ten** from the following in about **3-4** lines **each**. **Each** question carr
   2 marks.

   a) Define "Organisational behavior".

   b) Define organisational effectiveness.

   c) What is Total Quality Management (TQM) ?

   d) What do you understand by "Authoritarianism" ?

   e) Give any 5 factors which are external factors influencing selection dur
      perception.

   f) What are the objectives of performance assessment ?

   g) What do you mean by "Stereotyping" ?

   h) What is job-satisfaction ?

   i) What do you understand by "organizational conflict" ?

   j) Define "Organisational commitment".

   k) Give two differences between "Classical conditioning" and "Oper
      conditioning".

   l) What are the three related types of participative leaders ?

   m) Can management eliminate rumours ? How can management minimize
      negative consequences of rumour ?

SECTION – B   (3

Answer **three** from the following in about a page **each**. **Each** question carries
five marks.

2. Trace the significant instances in the historical evolution of organizatio
   behaviour.

3. What are the "Personal Factors" which affect 'Individual Behaviour' in
   organisation ?

4. Briefly describe the Freud's stages of personality development.

5. How can you categorise values and what is their significance in the working the organisation ?

6. Give three suggestions to improve "Downward communication" and thr suggestions to improve "Upward communication" in an organization.

SECTION – C (2×

7. Explain the process of inter-personal communication. Enumerate the 'Senc Related Barriers" to communication and suggest remedies for overcoming "Senc Related Barriers".

8. Perception is compared of six processes. Briefly explain the processes whi are influenced by the perceiver and the situation.

9. Explain Maslow's need hierarchy theory and give the differences betwe Maslow's and Herzberg's motivation theories.

10. Give a brief description of Ohio State University studies and the University Michigan studies of behavioural theories of leadership and give 2 differenc between trait and behavioural theories.

SECTION – D (1×

Compulsory :

11. Analyse the case given below and answer the question appended to it.

Capable but Hesistant Employee :

Prakash is an engineer in a large design engineer office. He hails from a poor I disciplined family. The family has a rural background. For Prakash, it was "ea while you learn" although till he graduated himself with architecture as his maj

Prakash is intelligent, capable and hard working but his main fault is that he dc not want to take risks. He hesitates to make decisions by self and often brin petty and routine problems to his boss or to peers for decisions. Whenever does a design job, he brings it in rough draft to his boss for approval befc finalizing it.

Since Prakash is a capable person, his boss wants to motivate him to be mc independent in his work. The boss believes that this approach will imprc Prakash's performance, relieve the boss from extra routine, and give Praka more self-confidence. However, the boss is not sure how to go about motivati Prakash to give initiative in his work. In the role of the boss, plan how you v motivate Prakash. Give reasons.