

Roll No _____
Total No. of Questions: 4
Duration (hrs): 3

Total No. of printed pages: 1
Maximum Marks : 60

Note: All questions are compulsory.

Q.1 Compare and Contrast Maslow and Herzberg Motivational Models. (15)

(OR)

Discuss in detail the process of selecting stimuli. What are the internal and external factors influencing stimuli?

Q.2 Explain Kurt Lewin's Force Field Analysis of change. What are the causes responsible for resistance to change? (15)

(OR)

Discuss various personality facets influencing behaviour at work.

Q.3 Write Short Notes. (Any four) (20)

1. Mechanistic and Organic Organizational Structures.
2. Effective Leadership.
3. Sixteen Personality Traits.
4. Team Work.
5. "Attitude determines altitude". Justify.
6. Organizational Culture & Climate.

Q.4 Read the case carefully and answer the questions based on the case.

Mr. Vijay Kulkarni had an excellent academic career. During his work life of 20 years, he has changed fifteen companies for better pay, perks and prospects. Having specialization in finance, he has proved to be an asset to every company. Currently, he is placed as Finance Manager for Healthcare Products Ltd., which specialises in making and selling health promoting products with a workforce of 700 people. Comparatively he handles only a small group of 50 people.

Mr. Kulkarni is a non-exerting and non-enterfering type of manager. He delegates authority and gets the work done. He has kept the management happy by running the administration smoothly. Like most people, Mr. Kulkarni likes flattery. His weakness is to be well known among his subordinates and other employees. In order to remain in the good books of the boss, employees have been showering praise on him even for small routine matters. Mr. Kulkarni is most unhappy with one accounts officer Mr. K.C. Pai, who never visit his office unless he is summoned by the boss. Moreover, Mr. Pai does not complement the boss. This has made Mr. Kulkarni unhappy, disturbed and annoyed.

One day Mr. Kulkarni summons Mr. Pai to his office. After finishing the official work, he tells Mr. Pai that he knows what is going on in the office but assures him that as long as he is in the chair, he will protect the interest of Mr. Pai. Such an unwarranted statement puts Mr. Pai in a fix. He wants to get clarification but is asked to leave.

After two days Mr. Pai pays a visit to the office of the boss. He says he has pondered over the statement of the boss but he is not able to understand what was he trying to say. The boss smiles and tells Mr. Pai "Didn't I tell you as long as I am here, I'll protect your interest. Now you may go".

Questions:

- 1) How would you classify Mr. Vijay Kulkarni as a leader? (5)
- 2) In your opinion, do you think he can be a successful leader in the long run also? (5)