

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS
OF PAKISTAN

PROFESSIONAL-III EXAMINATION-SPRING (SUMMER), 2004

Wednesday, the 2nd June, 2004

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ORGANIZATIONAL BEHAVIOUR & STRATEGIC MANAGEMENT

Time Allowed—3 Hours

Maximum Marks—100

- (i) Attempt SIX questions, selecting THREE from each section. Questions No. 3 & 8 are compulsory which are carrying 20 marks each. All other questions carry equal marks.
- (ii) Answer must be neat, relevant and brief.
- (iii) In marking paper, the examiners take into account clarity of exposition, logic of arguments, presentation and language.
- (iv) Read the instructions printed on the top cover of answer script CAREFULLY before attempting the paper.
- (v) DO NOT write your Name, Reg No., or Roll No. anywhere inside the answer script.

SECTION "A" – ORGANIZATIONAL BEHAVIOUR		Marks
(Marks : 50)		
Q. 1.	(a) What do you understand by the term "job satisfaction" ? Explain briefly.	4
	(b) What are the three important dimensions of job satisfaction ? Briefly explain each, giving examples.	6
	(c) According to Smith, Kendal and Hulin, there are five dimensions that represent the most important characteristics of a job about which people have effective responses. List all five.	5
Q. 2.	(a) How is "status" defined ? What are some of the determinants of status ?	7
	(b) Elucidate equity theory of work motivation.	8
Q. 3.	Read the case given below and present your analysis as required :	

CASE

James Emery is the father of four children. He was raised in a hard working immigrant family. His needs for achievement and power were

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developed while he was growing up. Now he finds himself in a low-paying, dead-end assembly line job with a large manufacturing firm. It is all he can do to get through the day, so he started day dreaming on the job. On payday he often goes to the tavern across the street and generally spends a lot of money. The next day he is not only hung over but also very depressed because he knows that his wife cannot make ends meet and his children often go without the essentials.

Now he cannot take it any longer. At first he thought of going to his boss for some help and advice, but he really does not understand himself well enough, and he certainly does not know or trust his boss enough to discuss his problems openly with him. Instead, he went to the union steward and told him about his financial problems and how much he hated his job. The steward told James exactly what he wanted to hear. "This dam company is the source of all your problems. The working conditions are not suited for a slave, let alone us. The pay also stinks", he continued. "We are all going to have to stick together when our present contract runs out and get what we deserve—better working conditions and more money."

Required :

- | | |
|--|---|
| (a) Explain James's behavior in terms of the frustration model. | 4 |
| (b) Cite a specific example of role conflict in this case. | 3 |
| (c) What style from Johari Window can explain James's relationship with his boss ? With his union steward ? | 4 |
| (d) What type of conflict resolution strategy is the union steward suggesting ? Do you think the real problem facing James are working conditions and pay ? Why or why not ? | 4 |
| (e) What, if anything, can be done to help the James Emerys of the world ? Keep your answer in terms of human resources management. | 5 |

Q. 4. It is stated that an effective interpersonal communication is highly dependent on feedback.

Required :

- | | |
|---|---|
| (a) Make a chart comparing 'effective feedback' versus 'ineffective feedback'. | 8 |
| (b) Briefly explain each of the eight characteristics of an effective feedback. | 7 |

SECTION "B" – STRATEGIC MANAGEMENT

(Marks : 50)

- Q. 5. (a) Define the term 'manager'. 3
 (b) On the basis of different levels in an organisation, list and briefly discuss the three types of managers. 6
 (c) On the basis of the 'scope' of responsibilities of managers, list and briefly describe the two main types of managers. 6
- Q. 6. (a) Explain briefly the following :
 (i) Programmed decisions. 3
 (ii) Non-programmed decisions. 3
- (b) (i) Draw a diagram, depicting the continuum of decision making conditions and label it correctly. 6
 (ii) Briefly explain the following decision making situations : 3
- Certainty
 - Risk
 - Uncertainty
- Q. 7. (a) What is Reinforcement Theory ? Discuss positive reinforcement as one of the four common methods of behaviour modifications. 8
 (b) Outline the characteristics of super-teams and self-managed teams. 7

Special instructions for Question 8 :

- * An overwritten answer will carry no mark.
- * Use following format to answer this question.

S. No.	Your Choice	Rationale (Brief reason for your answer)
(i)		
(ii)		
and so on		

- Q. 8. Fill in the blanks : 20
- (i) _____ is the formal quantitative statement of resources allocated for planned activities over stipulated periods of time.
- (ii) _____ relates to combining of several activities from a vertical cross section of the organization into one job to provide the worker with more autonomy and responsibility.

- (iii) A report describing a company's activities in a given area of social interest, such as environmental protection, workplace safety or community involvement, is called _____.
- (iv) The mutual process whereby the organization decides whether or not to make a job offer and the candidate decides whether or not to accept it, is called _____.
- (v) _____ is an organization with a legalized formal and hierarchial structure, the term also refers to the formal structural process within an organization.
- (vi) Those group or individual who are directly or indirectly affected by an organization's pursuits of its goals, are called _____.
- (vii) _____ is broad organizational goals, based on planning premises, which justifies an organizations existence.
- (viii) The role a person takes on when he or she acts as a go-between is called _____.
- (ix) _____ refers to the role a person takes on when he or she helps to work out a compromise.
- (x) _____ means a pattern of multiple levels of an organizational structure, at the top of which is the senior ranking manager(s) responsible for the operations of the entire organization, other lower ranking managers are located down the various levels of the organization.
- (xi) _____ is a diagram developed by Blake and Mouton to measure a manager's relative concern for people and production.
- (xii) Tuckman defines _____, the fifth stage that temporary group (development) go through, during which the members wrap up their activities and prepare for the group's disbandment.
- (xiii) _____ is general principle of non-interference, here, there is low concern for people and low concern for task or production, as well.
- (xiv) _____ is the authority to make decisions within one's area of operations without having to get approval from anyone else.
- (xv) _____ denotes the broad program for defining and achieving an organisation's objective, the organization's response to its environment over time.
- (xvi) The study of people making interdependent choices is called _____.
- (xvii) A new biological approach to job design which represents a systematic attempt to make work as safe as possible, is known as _____.
- (xviii) Differences in sets of values held by different age groups, are called _____.
- (xix) Psychological reward that is experienced directly by an individual, is called _____.
- (xx) The division of an organization's work among its employees, is known as _____.

THE END