



PG – 893

I Semester M.F.A. Examination, January 2016  
(CBCS)

Finance and Accounting  
Paper – 1.2 : MANAGING PEOPLE IN ORGANISATIONS

Time : 3 Hours

Max. Marks : 70

SECTION – A

1. Answer **any seven** questions out of ten. **Each** question carries **two** marks. (7x2=14)
- What do you mean by organisational effectiveness ?
  - What is 360 degree performance appraisal ?
  - What is human resource planning ?
  - Define perception.
  - Differentiate between monetary and non-monetary motivation.
  - What is group dynamics ?
  - What do you mean by power politics ?
  - Differentiate between interpersonal and intrapersonal conflicts.
  - What is organisational culture ?
  - Define stress.

SECTION – B

Answer **any four** questions out of six. **Each** question carries **five** marks. (4x5=20)

- Explain the role of people in organisational effectiveness.
- Elucidate the significance of safety and health of employees.
- Discuss the foundations of individual behaviour.
- Explain the objective of organisational development.
- How to resolve interpersonal conflict ? Explain.
- Describe the components of attitude.

P.T.O.



SECTION – C

Answer **any three** questions out of five. **Each** question carries **twelve** marks. **(3x12=36)**

8. Describe the evolution of management thought.
9. Explain the process of human resource planning.
10. Discuss the sources of work related stress. How to overcome work related stress ?
11. Why people resist for organisational change ? Explain.
12. Elucidate different types of power with example.



PG – 1042

I Semester M.F.A. Examination, January 2015  
(Semester Scheme) (NS) (2007-08)  
FINANCE AND ACCOUNTS

Paper – 1.2 : Managing People in Organizations

Time : 3 Hours

Max. Marks : 80

SECTION – A

(10x2=20)

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

- Mention two disadvantages of bureaucracy.
- What is social responsibility of business ?
- What is the difference between training and development ?
- What is sensitivity training ?
- Define differential piece rate system.
- What are perpetual errors ?
- What are the elements of attitude ?
- What is Delphi technique ?
- What are skills inventories ?
- Define path-goal theory of leadership.
- Why do organizations prefer flatter structures ?
- What is Herzberg's two factor theory ?

SECTION – B

(3x5=15)

Answer **three** from the following in about a page, **each** question carries **5** marks.

- How do organizations try to improve employee relations ?
- Discuss briefly the various steps in the HRP process.
- Explain the key elements of Organizational effectiveness.
- What are the internal and external factors that affect one's perception ?
- What is learning ? How does it take place ?

P.T.O.



## SECTION – C

(2×15=30)

Answer **any two** questions. **Each** question carries **15 marks each**.

7. What are the basic principles and importance of Scientific Management and Behavioural School of Management ?
8. Distinguish between Minimum wage, Fair wage and a Living wage. What should be the wage policy for a developing country ?
9. Discuss the major forms of conflicts in organizations and the ways they are resolved.
10. Give some examples of organizational culture and how is it created and sustained ?

## SECTION – D

**Compulsory :**

(1×15=15)

**Training issues at Arvind Finance**

Arvind Finance is one of the leading professional service organizations specializing in audit, tax and financial consulting services with clients in more than 30 companies. A good number of its employees are chartered accountants and CPAs. The company is planning to open more branches in view of the growing consultancy business. The company's policy is promoting employees within, and this helped most of its senior level employees to get promoted from junior-level accountants. The company is now spending a good amount of money for training programs and facilities at its own training centre in Bangalore. Most of its employees receive training at least twice in a year at the training centre. Interestingly large amount of the company's spending was on training in technical and procedural topics for junior level accountants in the areas of accounting, finance, tax, auditing, project reports and report writing.

The directors at Arvind Finance are very happy that they have done their job in training their employees in attributes and skills needed for consultancy. However their clients think differently. They say, 'any consultancy business needs to be built on the good client relationship which they feel clearly lacking at Arvind Finance these days. Besides, Arvind Finance has problems in attracting dynamic and energetic graduates at their campus interviews this year while some employees have left the company in the fast-in and fast-out style of big time consultancies. This trend sometimes discourages clients who continue with the company.



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 ?

SECTION - B

(3x5=15)

Answer the following in about a page, each question carries 5 marks.

1. How can organizations improve employee relations ?

2. List the various steps in the HRP process.

3. List the key elements of Organizational effectiveness.

4. List the internal and external factors that affect one's perception ?

5. How do you define a team ? How does it work ?

P.T.O