

ST. PHILOMENA'S COLLEGE (AUTONOMOUS), MYSORE			
PG DEPARTMENT OF COMMERCE			
QUESTION BANK (Revised Curriculum 2018-20)			
FIRST YEAR- SECOND SEMESTER (2019-20 Batch)			
COURSE TITLE (PAPER TITLE): PERSONALITY DEVELOPMENT			QP Code: 96107
UNIT	S. I No	QUESTIONS	MARKS
1	1	What is behaviour? Explain the environmental factors affecting behaviour.	5
1	2	Explain the organisational factors affecting behaviour	5
1	3	Explain Rational Economic Man.	5
1	4	Write a note on Social Man.	5
1	5	Explain Organizational Man.	5
1	6	Explain the Self-actuating Man.	5
1	7	Write a note on Complex Man.	5
1	8	Write a note on learned characteristics affecting behaviour.	5
1	9	What is personality? Explain its characteristics.	5
1	10	Does environment have an effect on personality? Explain.	5
1	11	Explain the philosophical assumptions of personality.	5
1	12	Explain the Defence Mechanisms.	5
1	13	Mention the limitations of Freud's work.	5
1	14	Explain the "Big Five" personality traits	5
1	15	Define personality. Does heredity affect the development of personality?	5
1	16	Every person perceives the world and approaches the life problems differently. Explain	5
1	17	What is perception? Explain its importance.	5
1	18	What do you mean by Attitude?	5
1	19	What is Motivation? How can one be motivated?	5
1	20	Explain the Self-esteem needs on motivation.	5
1	21	Explain the non-financial motivators in an organization.	5
1	22	Explain the financial motivators in an organization.	5
1	23	What are the disadvantages of financial motivators?	5
1	24	What are the advantages of Non-financial motivators?	5
1	25	Explain types of motivation.	5
1	26	Explain physiological needs of motivation.	5
2	27	What is communication? Explain its characteristics.	5
2	28	Explain the elements of communication.	5
2	29	What is the need of communication? Explain.	5
2	30	What is a formal communication? Explain.	5
2	31	What is an informal communication? Explain.	5
2	32	Write a note on downward communication with examples.	5
2	33	Explain upward communication with examples.	5
2	34	Explain non-verbal communication.	5
2	35	Explain the advantages of oral communication	5
2	36	Explain the disadvantages of written communication.	5
2	37	How can physical barriers to communication be minimized?	5
2	38	How can language barriers to communication be minimized?	5
2	39	What can be the issues in communication? Explain	5
2	40	What is interpersonal communication? Explain its features.	5

2	41	Why informal communication is called a Grapevine?	5
2	42	Write a note on Aggressive communicative behaviour	5
2	43	Write a note of Assertive communicative behaviour	5
2	44	Write a note on Submissive communicative behaviour	5
3	45	Write a note on Formal groups.	5
3	46	Write a note on informal groups.	5
3	47	Briefly explain the difficulties of Informal groups.	5
3	48	Define leadership. What is its importance in management?	5
3	49	State the qualities of a successful leader.	5
3	50	Write a note on problem solving teams.	5
3	51	What are self managed teams? Explain.	5
3	52	Write a note on cross functional teams.	5
3	53	What are virtual teams? Explain.	5
3	54	Write a note on team building.	5
3	55	Write a note about the importance of public speaking.	5
3	56	Write a note on the importance of body language in an organization.	5
3	57	How does self confidence affect performance? Explain.	5
3	58	Briefly explain the relationship between self-confidence and personality.	5
3	59	What is the importance of goal setting?	5
4	60	What is Eustress? Explain.	5
4	61	What is Distress? Explain.	5
4	62	Write a note on 'personality and stress'.	5
4	63	What are the causes of stress? Briefly explain.	5
4	64	Write a note on importance of conflict management? Briefly explain.	5
4	65	What is time management? Explain.	5
1	1	Explain the major factors that determine individual behaviour.	10
1	2	Bring out any 3 models of individual behaviour.	10
1	3	Discuss various personal factors which influence individual behaviour.	10
1	4	Describe some of the learned characteristics of behaviour. Do these characteristics change with the change in the environmental situation? Explain.	10
1	5	Which of the biographical characteristics best predict 'productivity and absenteeism'? Explain.	10
1	6	Explain the determinants of personality.	10
1	7	"Families influence the behaviour of a person especially in the early stages". Justify.	10
1	8	Explain the psychoanalytical theory / Freudian theory.	10
1	9	Explain the eight developmental stages given by Erikson.	10
1	10	Explain the Self-Theory.	10
1	11	Explain Theory-X and Theory-Y personality.	10
1	12	Explain X and Y theory of motivation.	10
1	13	Explain Maslow's theory of Motivation.	10
1	14	Introduce yourself. Assumption: you are at an interview, your name is ABC.	10
2	15	Explain the process of communication.	10

2	16	"Communication is the No. 1 problem of Management". In light of this statement discuss the importance of communication.	10
2	17	Explain the types of communication.	10
2	18	Distinguish between Written and Oral communication.	10
2	19	Explain the barriers to communication.	10
2	20	How can we overcome barriers to communication? Explain.	10
2	21	Explain the essential requirements of an effective communication system.	10
2	22	Explain interpersonal communication.	10
2	23	How can a person minimize his aggressiveness during communication?	10
2	24	Submissiveness is better than Aggressiveness	10
2	25	Discuss the assertive attitude in communication.	10
3	26	What are the different types of groups? Explain.	10
3	27	What is an informal group? What are the different types of informal groups? Explain.	10
3	28	What is a formal group? Explain.	10
3	29	Discuss the problems or difficulties of informal groups.	10
3	30	What do you understand by the term 'leadership'? Enumerate its important characteristics.	10
3	31	What is leadership? Explain its importance in the organization.	10
3	32	Explain the significance of leadership in management. Describe the nature of autocratic and democratic styles of leadership.	10
3	33	What are the qualities of a successful leadership? Explain.	10
3	34	What are the characteristics of effective and high performance teams? Explain.	10
3	35	Discuss the importance of teams.	10
3	36	What techniques can be used for effective team building?	10
3	37	What are the potential team problems? Explain.	10
3	38	Why do you think body language is important? Explain with examples.	10
4	39	What is the nature of stress? Explain.	10
4	40	What are the consequences of stress? Briefly explain.	10
4	41	What is functional and dysfunctional conflict? Discuss.	10
4	42	What are the causes of conflict? Explain.	10
4	43	What are the different ways to manage conflict in an organization? Explain.	10
4	44	What do you mean by time management? Why is it important? Explain.	10
4	45	Discuss the time management strategies.	10
2	46	Mr. Madan is the maintenance supervisor of a large tourist buses company. He had been very concerned because the bus drivers were not reporting potential mechanical problems. Several months ago, he implemented a preventive maintenance programme. This programme depended upon the driver's filling out a detailed report when they suspected any problem. But this was not happening. On a number of occasions, a bus left the garage with major problems that the previous driver was aware of but had not reported. Calling out the field repair teams to fix the breakdowns not only was costing the company much time and trouble but also was very unsafe in some cases and created a high degree of customer ill will. The drivers themselves suffered from a loss of fares and tips and in some cases, their lives were endangered by these mechanical failures. After many oral and written threats	5

		<p>and admonishments, Madan decided to try a new approach. He would respond directly to each report of a potential mechanical problem sent in by the driver with a return memo indicating what the maintenance crew had found wrong with the bus and what had been done to take care of the problems. In addition, the personal memo thanked the driver for reporting the problem and encouraged reporting any further problems. In less than a month, the number of field repair calls had decreased by half and number of turned in potential problem reports had tripled.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Keeping in view the above case, discuss the communication processes in a company. 2. In communication terms, how do you explain the success of Madan's follow up memos to the drivers? 	
2	47	<p>Mr. Rakesh Batra, a qualified and efficient engineer, was facing difficult times in his family life. His wife was bed ridden with a slip disc problem and he had two small children to look after. During the day time he had a distant aunt who came to look after his wife and children and in the evenings and nights he had to manage himself. He had a good job in the interior of Punjab but he had to shift to Chandigarh, so that he could get his wife treated at a hospital in Chandigarh. He applied for a job in a manufacturing unit at Mohali and he was selected for the same. When he was employed, the Personnel Manager forgot, either deliberately or unintentionally, to tell him that the job required that he worked 3 days a week from 5 am to 2 pm and the other 3 days he worked the regular schedule from 8.30 am to 5.30 pm. He feels sure that if the early schedule had been mentioned to him, he would have heard it, because under those conditions he would have not taken the job. During the first 2 weeks the job required Mr. Batra to work the routine day schedule in order to have an on-the-job-training. He vaguely remembers that near the end of his first 2 weeks, his boss mentioned something to him about beginning his regular schedule, but he did not understand what the boss meant and did not enquire further. The result was that he failed to report for work on the early schedule on the required day. When he reported at 8.30 am, he was issued an explanation letter by his boss. Mr. Batra said that he could not work the early shift because of his family reason, but the company's policy did not have any provision for giving relaxation time to any employee from the rules. Feeling very cheated and disgusted Mr. Batra resigned from the job.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Analyse the communication blockage in this case. 2. Explain, how would you handle the employment problems of Mr. Batra? 	15
1	48	<p>Manoj Kumar, a diploma holder has been working in Max Construction Ltd for 16 years and has risen to become a Human Resource Manager. He has been working well with his CEO until lately, in a corporate restructure exercise; Saluja took over as CEO of Max. Being people-oriented, Manoj is quite popular with his colleagues and bosses. He is hardworking and responsible and usually goes home late. He abides strictly to the labour laws in addressing and resolving human resource problems. He takes pride in his work and gets a sense of achievement for being able to run his department effectively. Saluja is aggressive and demanding. He expects his managers to follow his instructions strictly. He instils a sense of urgency among his</p>	15

		<p>managers to get the job done even if they have to work at odd hours. He is famous at waking up his managers at 3.00 am to solve problems at the construction site. He is a loner and avoids being around with his down-lines unless it is on official matters. He is also good at loading his managers with so much work that they have no time to socialize. The working atmosphere, once easy going and pleasant, soon became busy and tense. Several managers were unhappy and complained to Manoj about their predicaments. Manoj raised this issue to his new CEO who took it quite unpleasantly and eventually chased him out of his room. From that day onwards, Manoj could not do anything right for his boss. Every piece of work was rejected no matter how much effort he put into it. The working relationship between both of them deteriorated and become tense and bitter. Manoj feels frustrated and unhappy. He begins condemning his CEO's style of management to his colleagues. One day while in the midst of a meeting, nasty remarks from Manoj provoked Saluja to yell at him and accuse him working like an office boy. Manoj loses his cool and uses obscenity on Saluja. He tenders his resignation soon after that incident which was accepted.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Do you agree with Manoj's way of handling his boss? If yes, support your answer. If no, how would you manage Saluja if you were in Manoj's place? 2. Do you support Saluja for the way he treats Manoj? If yes, support your answer. If no, how would you handle Manoj if you were in Saluja's place? 	
1	49	<p>Arvind has just graduated from the IIM, Ahmadabad and has joined his family's small business at Moradabad. The business employs 20 semi-skilled workers. During the first week on his job, his father called him and said "Arvind I have observed you working with the workers for the past 2 days and I want to advise you something I know. You have been taught human relations stuff at the institute, but it just does not work here. I was also taught many studies when I was in business school. I, too, was very excited by them. But, in reality, there is more to managing people, than just being nice to them." Arvind is very confused and he wonders what to do.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. If you were Arvind, how would you behave in this situation? 2. What phases of management, do you think, Arvind's father has gone through in his family business? How would Arvind explain to his father the new perspective that is needed? 3. How will the study of Personality Development help Arvind to be successful in his business? 	15
2	50	<p>Mr. Rahul Kakar is an accountant in Best Plywood Ltd. He is a very reliable employee of the company and can always be counted upon to finish his work accurately and in time. He gets along very well with other employees and is quite popular among them. He has been working on the same position i.e. the accountant, for the past five years. However, he is not concerned about the fact that he has not been promoted, despite being a very efficient employee of the company. He is quite satisfied with his job considering that his pay is good, his boss is fair, the company treats its employees well and the working environment is quite good. He strictly follows a nine to five routine. After his</p>	15

		<p>office hours he devotes his time in pursuing his hobbies and other recreational activities. He regularly plays badminton in the evenings and paints also as a hobby. He also works as a volunteer in a hospital twice a week. During the financial closing months, he helps his friends in filing their income tax returns.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Do you think, there is a problem in the above situation? 2. Which of the needs, in Maslow's need hierarchy theory seem to be most important to Rahul? 3. Is job satisfaction important to Rahul? Justify your answers. 	
2	51	<p>Subhash Jain had been a production line employee for nearly 8 years with NESAC Paints Ltd. He was a very strong union man also. 5 months ago he was promoted as a supervisor of the production line on which he had previously worked. He was now part of the management and enjoyed his position. As a supervisor, Subhash noticed an employee who was repeatedly late for work. Subhash noted 4 occurrences and after the fifth in 20 days, sent the employee home without pay as stipulated in the labour management agreement. A grievance was filed by the union asserting that Subhash insisted that the employee had come 20 minutes late. The plant manager also expressed concern at Subhash's behaviour as a supervisor stating that several other employees had confided that Subhash seemed to enjoy harassing them. Subhash believes that union is out to get him. He likes his job as a supervisor and wonders why all the employees have turned against him.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Has Subhash's attitude changed since he became a supervisor? Explain. 2. What perceptions might the union members have formed about Subhash since he became a supervisor? 3. What should Subhash do now? 	15
1	52	<p>Employee Behaviour at Browns Ltd.</p> <p>Browns Machine Parts was founded four decades ago by Jake and had grown into a moderate size corporation. Browns make replacement parts for large-scale manufacturing machines such as lathes and mills. The firm is headquartered in Kolkata and has three plants scattered throughout India. Three years ago Jake Brown passed away suddenly and his business was inherited by his daughter Helen Brown.</p> <p>Although Helen grew up in the family business, she never understood her father's approach. Jake had treated his employees like part of his family. In Helen's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Helen took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help.</p> <p>In addition to changing the way employees were treated, Helen had another goal for Browns. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both threat and an opportunity.</p>	15

		<p>On the one hand, if she could compete effectively with high productive and profitable Japanese firms.</p> <p>From the day Helen took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20%. She instructed her first-line supervisors to crack down employees and eliminate all idle time. She also decided to shut down the company tennis field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion.</p> <p>Helen also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner-her. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Helen changed a number of operational procedures. In particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment.</p> <p>All in all, Helen thought, things should be going much better. Output should be up and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits. But that was not happening. Whenever Helen walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher than before but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially and training costs had gone up as a result.</p> <p>In desperation, Helen finally had hired a consultant. After carefully researching the history of the organization and Helen's recent changes, the consultant made some remarkable suggestions. The bottom line, Helen felt, was that the consultant thought she should go back to that "humanistic approach" her father had used. No matter how she turned it, though, she just couldn't see the wisdom in this. People worked to make a buck and didn't want all that participation stuff. Suddenly, Helen knew just what to do: She would announce that all employees who failed to increase their productivity by 10% would suffer an equal pay cut. She sighed relief, feeling confident that she had finally figured out the answer.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. How successful do you think Helen's new plan will be? 2. What challenges does Helen confront? 3. If you were Helen's consultant, what would you advise her to do? 	
2	53	<p>Read the following case and answer the questions:</p> <p>M/s Babootik Ltd., is a very well known tent decorator with its head office in Varanasi. This organization has one thousand permanent employees, well versed in structure fitting, clothing, painting ad decorating. If any outstanding puja or marriage of political pandals is to be constructed, Mr. Kam is reimbursed. He charges a very heavy amount for contracts, running to lakhs</p>	15

	<p>and crores in some cases. Employees are feeble and fragile though they are highly paid and also received additional rewards on the completion of a contract. Recently, some employees objected to painting of Kargil scenes on a puja pandal on the grounds that puja was worship of God and should not be politicized. A very old man rose with the help of stick and said the nation was equivalent to God and that any victory or achievements should be taken as an act of worship. All the employees agreed and constructed beautiful pandals in UP, Bihar, Calcutta, Orissa and Mumbai depicting the heroic activities of Kargil soldiers. The organization won acclaim for various reasons.</p> <p>Questions:</p> <ol style="list-style-type: none">1. Explore the personality of the organization.2. What is the problem to be revealed for expansion?	
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Note: The attached question paper is to be taken as a model question paper and all the M.Com II semester Question papers will have the similar pattern.

St. Philomena's College (Autonomous) Mysore
II Semester M.Com Examination May 2019

SUBJECT: OPEN ELECTIVE

TITLE: PERSONALITY DEVELOPMENT

Time: 3 Hours

Max Marks:70

PART -A

Answer any FIVE sub-questions. Each sub-question carries 5 marks.

5x5=25

- 1 Explain the term Communication what are the barriers to communication.
- 2 Which are various concentration techniques?
- 3 What are groups? What are its types of groups found most frequency?
- 4 Define personality. Briefly explain its meaning.
- 5 Write short notes on- Body language and Personality.
- 6 Define Perception and explain its significance.
- 7 What is Motivation? What are the higher order needs explained by Maslow?
- 8 What is learning? How does learning mould behavior?

PART -B

Answer any THREE of the following Questions. Each question carries 10 marks. 3x10=30

9. Mention the steps towards better time management and explain in brief.
10. Explain the process of communication.
11. What is conflict? In how many ways has the understanding of conflicts has been approached.
12. Write a note on Management of Stress.
13. What is leadership? Explain the relevance and importance of leadership in the current context of changing and turbulent environment.

PART-C (Compulsory Question)

14. **Read the following Case and answer all the questions given at the end.**

1x15=15

Balakrishnan was pleased when he was recruited from campus to manage the internal and external reporting for a non profit organization whose work he respected this organization collected donations of medical supplies from US producers and shipped them to developing countries where the need was great and where they had partnerships with service providers at the gross-root levels. It was a small, thinly-staffed office and the also appealed to Balakrishnan he knew their small size was the reason he could take on so much responsibility so quickly and he approved the thin

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operating expenses the more efficient their operating, the greater the services they could take on so much responsibility so quickly and he approved the then operating expenses. The more efficient their operations the greater the services they could provide to the individuals who most needed them.

However, shortly after starting work, he began to see the downside of the organization thin staffing. The executive director was over-worked and stressed. Although, by nature, a person deeply involved into the details of operation, she had little choice but to delegate everything she could to her staff and he quickly began to recognize that the organization had no formal system for monitoring the value of the donated supplies for tax purposes. They relied on donors who might feel pressure from their own organization to inflate the values.

Balakrishnan struggle with several questions at first; shouldn't he just trust the donors? After all, they were engaging in corporate philanthropy and how much aid it really mater? The point was to get the supplies to those who needed them overseas. He didnot want to do anything that would discourage the donations. And he felt confident his executive director was aware if the conflict but just didn't see it as a priority. In fact, when the instructing staff on what she needed from them with regard to reporting, she often commented that she wasn't interested in data; but rather focused on relationships and real world impacts wouldn't she know better than he did how the better than he did how to priorities this issue? And where was the organizations accountant in this question.

On the other hand as time went on Balakrishnan became quite certain that some of their donors were deceiving the income tax department, and that he and his organization were facilitating that deception he knew he didn't want to be part of that. And although he was young he could be outspoken at times. In fact, it had been his outspoken identification of a technical accounting error during his interview that had secured him the job in the first place, despite his relative youth of course, that error had no ethical implications.

Questions :

- a What are the main arguments Balakrishnan is likely to counter and from whom, why?
- b What should Balakrishnan do?
- c How should Balakrishnan persuade the parties who might disagree?
