

Jagan Institute of Management Studies
End-Term Examination, December, 2016 – January, 2017
Trimester II – PGDM (IB) 2016-18

Organizational Behaviour
ET_IB_OB_0301

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1** Express your arguments on any **FOUR** from the following:
- a) In order to be effective, line managers must possess workable knowledge of Organisation Behaviour.
 - b) “Participation is an excellent method for identifying differences and resolving conflicts.” Justify your argument with examples.
 - c) Personal Qualities and traits differentiate leader from non-leaders.
 - d) Managers should be trained to perceive emotions in employees and manage them effectively.
 - e) How Lewin’s three step models of change deal with managing change? **16**
- Q 2** Who according to you is an effective manager? Do you think it is possible for a manager to be effective without learning about organisational behavior and its application at work place? Give reasons in support of your contentions citing appropriate organisational situation examples. **12**
- Q 3** Generally, when asked to think of leader individuals will relate to people such as Adolf Hitler, Nelson Mandela or Mahtma Gandhi. What is it that leads people to this conclusion? Is it the powerful position that these leaders hold, or can it be attributed towards certain characteristics that they hold? Comment with special reference to the to the most appropriate Leadership theory applicable. **12**
- Q 4** a) “How we experience an emotion is not always the same as how we show it.” Comment on this statement using and clearly explaining it in the context of the concept of emotional labour and its importance.
- b) NNRB {P} Ltd. is a medium sized organization dealing with manufacture of small plastic toys employing 150 employees .This organization has a history of “following the leader”. The decision making is centralized and the productivity of the employees is going low in the last six months. You have been entrusted the responsibility of

overall improvement. The HR department is headed by Mr. Veer Raghvan Unni, who also wishes to make changes in the Organization Culture to foster innovation?

Discuss with reference to the various steps essential to initiate the concept. 12

Q 5 In India now for quite few years, it is strongly felt that living in Mumbai, Bengaluru, Delhi or other metropolitan city is more stress driven on employees deeply impacting their lives than in rural or small towns. Why? State reasons in support of your contentions with reference to the critical factors causing stress and tension .Also work out a working style to reduce stress in the situation 12

Q 6 M/S MDH, Ltd. has hired you recently in Operations. Assume that you shall be working for a very dynamic boss- someone you can respect and learn from. You, however find out that your manager is not good at her job as also you are more competent having better managerial skills than her. Understand that your boss is associated with the organization for over 15 years and has gradually risen from ranks. How would you manage this situation? How would you get done what you want without making your Boss look bad? Which, strategy of Conflict resolution will be most suitable in the scenario stated. Illustrate with logic. 12

Q 7 [Read the case and answer the questions given at the end.](#)

Competition Kills Or Co-Operation Yields

Is competitiveness vital to a successful career in business? Is it inevitable that we have winners and loser in the workplace? Is competition healthy or inherently destructive? Alfie Kohn, Author of no contest — THE CASE AGAINST COMPITITION, set out to answer these and other questions. As the title indicates, he is not in favour of competition. Here are some of his views about competition.

1) Competition damages relationship among people and makes life more unpleasant than it need to be.

2) Competition is not part of “human nature”. Given a choice; most people will try to avoid unusually competitive activities and organizations. Kohn believes that when people act competitively it is because they are taught to do so.

3) Superior performance does not require competition.

4) Success often depends on the efficient sharing of resources, which is unlikely to happen if people are pitted against each other.

5) Competition makes people suspicious and hostile towards each other, thus damaging effort to promote teamwork.

6) Bonus and incentives should not be offered as prizes if only one person and group can win.

What are the alternatives to competition? Kohn suggests that more emphasis be placed on cooperation .He suggests a move towards “positive interdependence”, an approach where group members depend on each other and are accountable to each other.

Questions:

- a) Do you agree or disagree with the Alfie Kohn’s view that organizations should replace competition with cooperation?
- b) Can organizations emphasize competition among workers and still maintain a spirit of teamwork?

18
