

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

***Organizational Behaviour***  
***ET\_PG\_OB\_0301***

Time: 3 Hrs.

M. Marks: 70

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

- Q 1** Answer in brief any **THREE** of the following:
- a) Organisation Behavior is primarily concerned with the psychosocial, interpersonal and behavioral dynamics in the organisation.
  - b) Personality plays a strong influence in situations where there are few cues to guide behavior.
  - c) Ethical behavior in firms can lead to better reputation, hence better talent acquisition.
  - d) Managers should be trained to perceive emotions in employees and manage them effectively. **15**
- Q 2**
- a) Critically evaluate the statement, “Managers need to understand the importance of perception and cognition including how these influence dealings and relationships with other people in order to manage organizations effectively” giving two suitable examples.
  - b) How can managers avoid self-serving bias and fundamental attribution error while evaluating employee performance? **12**
- Q 3** How would you distinguish between a “group” and a “team”? Explain with an appropriate example. Discuss the extent to which you believe that the distinction has practical significance for managers outlining the reasons for the same. **12**
- Q 4** 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** For Reema, stress is the unconscious preparation to fight or flee when faced with any demand especially at work place. What should the organization do to help her manage stress? Can you suggest Reema, individual stress prevention methods? **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** Study the following case study carefully and answer the questions that follow:

"Look, Mehta," said the Human Resource Manager to the Supervisor the Maintenance Shop, "see for yourself how our latest survey of employee attitudes shows your department to be at the bottom of the list. Last time we surveyed you felt certain that the survey was wrong or that a sore head or two influenced the results. But now three years have gone by and you are still a low man on the pole."

Mehta said nothing but looked at the survey report. Sure enough, the facts bore out the Human Resource Manager's words. Employees in his department were far below the plant average in their reactions to job demands, supervisor-employee relationships, adequacy of communications as well as status and recognition. On the other hand, their attitude towards their working conditions and compensation was as good as the rest of the plant.

"You see, Mehta," continued the Human Resource Manager, "your employees do not complain about their compensation or about their working conditions. How do you explain that?" "That is easy," said Mehta, "compensation is all that these hard heads are interested in. And why should they not like their working conditions? The company put in new lights and a ventilating fan last year. I am only surprised they did not find something else to complain about this year. These surveys are nothing but popularity contests and that too without any real basis"

Mehta went on, "I will admit that I do not baby them in my department. But why should I? They are not kids. They are well paid and all I expect from them is a fair day's work. Should I pin medals on a Pipe Fitter because he happens to make a water tight joint once in a while? If I do not keep after these fellows, you would find the plant falling apart at the seams. I am forced to spend my days: checking, checking, checking; you cannot trust a working man today to do anything right, especially when the management treats them with kid gloves.

**Questions:**

- a) What is the problem as you see it? 2
- b) What do you think about Mehta's description of the attitude survey as a "Popularity Contest"? Why do you think he feels this way about it? 5
- c) How well do you think the attitude survey reflects Mehta's handling of his team members? Why? 5
- d) If you were the Human Resource Manager, how would you help Mehta to improve employee relations in his department? 5
- e) Give an appropriate title to the case. 2

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