

Jagan Institute of Management Studies
End-Term Examination, December 2017 – January 2018
Trimester II – PGDM (RM) 2017-19

Organizational Behaviour
ET_RM_OB_0301

Time: 3 Hrs.

M. Marks: 70

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

- Q 1** Attempt any **FOUR** parts from this Question:
- a) Do you think the strategic use and display of emotions serve to protect employees, or does covering your true emotions at work lead to more problems than it solves? Justify your answer.
 - b) “Mostly people play psychological games at workplace in order to get positive reinforcement, to strengthen life positions and to avoid intimacy”. Explain.
 - c) “An important aspect of power is that it is a function of dependence”. Justify your answer.
 - d) “The relationship between group cohesiveness and productivity depends on the performance norms of the group”. Justify your answer.
 - e) “Companies with a culture of empowerment value every employee and encourage them to make personal contribution”. Explain.

16

- Q 2** Alpha Corp. ensures that its employees are taken care of in a number of ways. The office timings are fixed, food is catered from a premier hotel, and comfortable transportation facilities are provided to all employees. Senior management continuously interacts with junior people in an informal level. All events are celebrated together. The culture of openness has brought harmony in the organization. Younger employees adapt to the organizational culture quickly. The organization focuses on the overall development of its employees by focusing on employee training and by offering good compensation. As a result of all these positive aspect in the organization’s culture, it has been observed that the competitive drive among employees is not very high. Career growth is also not very fast. Employees are reluctant to take risks. As projects are assigned arbitrarily to teams, some teams get to work on more challenging and exciting projects resulting in feelings of discontentment, irritation, and resentment in employees who are assigned less exciting projects. As stability is a priority, even incompetent and unmotivated employees tend to remain in the system.

People are still not satisfied with the monetary compensation. An interesting trend observed is that though people appreciate the organization and its values, the younger set quit the organization within 2 years of joining. The middle managers leave only when they are offered senior leadership positions in other organizations while the senior management seldom leaves.

- a) How would you classify this organization on cultural parameters?
- b) What are the problems being encountered by this organization?
- c) Identify the initiatives taken by the organization to promote its strong culture.
- d) If you were the CEO of this organization, how would you bring about a positive culture in the organization?

12

Q 3 a) Explain in brief the inputs, processes and outcomes in a basic OB model. Also clarify why Supportive and Collegial models of OB are gaining increased importance over Autocratic and Custodial Models in organisations these days.

- b) Discuss the role of personality tests in hiring decisions. Also explain the key traits in MBTI and how do these five traits predict behaviour at work?

12

Q 4 a) An employee Mona Khanna, generally performs at about the same level on other related tasks as she does on her current task, other employees frequently perform differently- better or worse- than Mona does on that current task and Mona's performance on this task is consistent over time. In this situation, how can Attribution Theory be applied in order to judge whether Mona's task performance on her current task was internally or externally caused? Explain.

- b) Suggest different ways to keep diversity important at workplace. Also explain in brief various techniques of handling workforce diversity. Substantiate your answer by discussing diversity initiatives undertaken by any one organisation.

12

Q 5 Attempt any **THREE** parts from this question:

- a) "Values help in understanding of attitudes and motivation of people". Explain
- b) "Employee's behavior can be shaped by systematically reinforcing each successive step that moves an individual closer to the desired response". Explain.
- c) "Stress can be either helpful or harmful to job performance depending upon the amount of it". Explain.
- d) "Social Loafing is unethical". Do you agree with this statement? Justify your answer.

12

- Q 6 a)** “If individuals are required by the demands of their job to say or do something that contradicts their personal attitude, they will tend to modify their attitude in order to make it compatible with the cognition of what they have said or done”. Explain this statement in context of Cognitive Dissonance Theory with the help of a suitable example.
- b)** Explain in brief the steps involved in an Organisational Development (OD) process with the help of a suitable example. Also compare and contrast Behavioural and non-behavioural OD interventions.

12

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

Barry’s Peer Becomes His Boss

As Barry looked out the window of his office in Toronto, the gloomy October skies obscured his usual view of CN Tower. “That figures,” Barry thought to himself – his mood was just as gloomy.

Five months ago, last May, Barry’s company, CTM, a relatively small but growing technology company, reorganized itself. Although such reorganizations often imperil careers, Barry felt the change only improved his position. Barry’s co-worker, Raphael, was promoted to a different department, which made sense since because Raphael had been with the company for a few more years, and had worked with the CEO on a successful project. Because Raphael was promoted and their past work roles were so similar, Barry thought his own promotion was soon to come.

However, six 6 weeks ago, Barry’s boss left. Raphael was transferred back to the same department, and became Barry’s boss. Although Barry felt a bit overlooked, he knew he was still relatively junior in the company, and felt that his good past relationship with Raphael would bode well for his future prospects.

The past six 6 weeks, however, had brought nothing but disappointment. Although Raphael often told Barry he was doing a great job, drawing from several observations, Barry felt that opinion was not being shared with the higher-ups. Worse, a couple of Barry’s friends in the company showed Barry several e-mails where Raphael had taken credit for Barry’s work.

“Raphael is not the person I thought he was,” thought Barry.

What was his future in the company if no one saw the outcomes of his hard work? How would it affect his career to work for someone who

apparently was willing to do anything to get ahead, even at others' expense? He thought about looking for work, but that prospect only darkened his mood further. He liked the company. He felt he did good work there.

As Barry looked again out his window, a light rain began to fall. The CN Tower was no more visible than before. He just didn't know what to do.

Questions:

- a) Should Barry complain about his treatment? To whom? If he did complain, what power tactics should Barry use? **6**
- b) Studies have shown that those prone to complaining tend to have less power in an organization. Do you think complaining leads to diminished power and influence, or the other way around? How can Barry avoid appearing to be a complainer? **6**
- c) Do you think Barry should look for another job? Why or why not? **6**
