



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2019 -21) END TERM EXAMINATION (TERM -II)

Subject Name : Organizational Behavior II

Time: **02.30 hrs**

Sub. Code: PG09

Max Marks: **60**

Note:

- 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
- 2. All questions are compulsory in Section A & C. Section A carries 8 questions of 2.5 marks each, Section B carries 5 questions of 04 marks each and Section C carries 1 Case Study of 20 marks.**

SECTION - A

Attempt all questions. All questions are compulsory.

2.5×08 = 20 Marks

Q. 1 (A): What is social loafing? How can it be overcome?

Q. 1 (B): Explain Behavioral theory of leadership.

Q. 1 (C): Explain the difference between work teams and work groups.

Q. 1 (D): “Conflict is inevitable” Do you agree or disagree with the statement. Support your answer with example.

Q. 1 (E): Discuss the processes of differentiation and integration.

Q. 1 (F): Explain power distance and uncertainty avoidance of Hofstede’s cultural Dimensions.

Q. 1 (G): What are the major reasons individual resist change?

Q. 1 (H): Which OD intervention is most effective and why?

SECTION - B

Attempt any five out of six questions

04×05 = 20 Marks

Q. 2: What are some of the major sources of interpersonal conflict? Which do you think is most relevant in today’s organizations?

Q. 3: Describe force field analysis and its relationship to Lewin’s change model.

Q. 4: Describe a cross-functional team and a virtual team. Why are these types of teams growing in popularity?

Q. 5: What are the three critical situational variables identified by Fiedler? If these are very favorable, what is the most effective style to use?

Q. 6: Describe three stages of organizational socialization. How is culture communicated in each stage.

Q. 7: Explain the situation in which organizations prefer a customer structure over a functional structure. Briefly discuss the advantage of customer structure.

SECTION - C

Read the case and answer the questions

10×02 = 20 Marks

Q. 8: Case Study:

Roger Allen was a man on the move. Everyone in the firm felt that someday he would be company president. To listen to his boss, Harry Walden, it was only a matter of time before Roger would be at the helm. The current president of the firm was a marketing person. She had worked her way up from field salesperson to president by selling both the product and her competency to customers and the company alike. In a manner of speaking, the marketing department was the “well-oiled” road to the top. Roger was the number-one salesperson and, according to the grapevine, was due to get Harry Walden’s job when the latter retired in two years. However, Roger was not sure that he wanted to be vice president of marketing. Another slot was opening up in international sales. Roger knew nothing about selling to Europe, but this was the firm’s first venture outside the United States, and he thought he might like to give it a try. He talked to Harry about it, but the vice president tried to discourage him. In fact, Harry seemed to think that Roger was crazy to consider the job at all. “Rog,” he said, “that’s no place for you. Things are soft and cozy back here. You don’t have to prove yourself to anyone. You’re number one around here. Just sit tight and you’ll be president. Don’t go out and make some end runs. Just keep barreling up the middle for four yards on each carry, and you’ll score the big touchdown.” Roger was not convinced. He thought perhaps it would be wise to discuss the matter with the president herself. This he did. The president was very interested in Roger’s ideas about international marketing. “If you really think you’d like to head up this office for us, I’ll recommend you for the job.”

After thinking the matter over carefully, Roger decided that he would much rather go to Europe and try to help establish a foothold over there than sit back and wait for the stateside opening. He told his decision to Harry. “Harry, I’ve talked to the president, and she tells me that this new opening in international sales is really going to get a big push from the company. It’s where the action is. I realize that I could sit back and take it easy for the next couple of years, but I think I’d rather have the international job.” Harry again told Roger that he was making a mistake. “You’re throwing away a golden opportunity. However, if you want it, I’ll support you.”

A week later, when the company selected someone else from sales to head the international division, Roger was crushed. The president explained the situation to him in this way: “I thought you wanted the job and I pushed for you. However, the other members of the selection committee voted against me. I can tell you that you certainly didn’t sell Harry very strongly on your idea. He led the committee to believe that you were really undecided about the entire matter. In fact, I felt rather foolish telling them how excited you were about the whole thing, only to have Harry say he’d talked to you since that time and you weren’t that sure at all. When Harry got done, the committee figured you had changed your mind after talking to me, and they went on to discuss other likely candidates.”

Question

Q 8(A): Who had power in this organization? What type of power did Harry Walden have? Explain in detail the benefits of such power.

Q8(B): Do you think Roger played company politics well? If so, why didn’t he get the international sales job? What political strategies according to you Roger could have used?

Question Number	CLO
Q1 (A), Q1(C), Q4	CLO1
Q1 (A), Q1(C), Q4	CLO2
Q1 (B), Q5	CLO3
Q1 (D), Q2, Q8 (A), Q8(B)	CLO4
Q1 (E) , Q1(F), Q 1(G), Q1 (H), Q3, Q6, Q7	CLO5