



GL BAJAJ

Institute of Management & Research

Approved by AICTE, 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 -2021)

MID TERM EXAMINATIONS (TERM -I)

Subject Name: Organizational Behavior

Time: 01.30 hrs

Sub. Code: PG01

Max Marks: 20

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, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION - A

04+04 = 08 Marks

Q. 1: Case Study

Largely because of downsizing, the survivors are working harder and longer hours every year—and although some get burned out and stressed, others seem to thrive on it. At Apple Computer, for example, development teams are well known for wearing T-shirts that proclaim, “90 Hours a Week and Loving It!” And high-tech firms are now coaxing double and triple time out of their employees, a practice that is spreading to other sectors of the economy. One of the best examples is provided by the increasing number of telecommuters who work at home. By giving employees PCs, cellular phones, pagers, and other devices, the company can stay in contact. However, many of these telecommuters are now finding that they are on call 24 hours a day. One of the new rules of survival in an increasing number of workplaces appears to be: If you don’t have the personality to work round-the-clock, don’t bother applying for a job here.

Of course, for some people work is extremely enjoyable, and they do not mind the new demands. Take the case of entrepreneur Wayne Huizenga, a self-made billionaire. Huizenga started out with a partner in the garbage collection business, confident that his firm could outperform the small mom-and-pop garbage companies and get their business. He was supremely confident of his own ability; it was not long before his plan started to come true. Wall Street did not think much of his ideas, however, and when he issued his first stock offering in 1971 it was to raise a mere \$5 million. By the time Huizenga left in 1984, the market value of the firm’s stock was \$3 billion.

Huizenga’s next move was to Blockbuster Entertainment. He was convinced that the movie rental business was a wave of the future. Again he was right. For a mere \$18.5 million, he and his partners were able to buy the company—and soon thereafter sales took off, rising from \$43 million annually to over \$2 billion. By the time he sold out to Viacom in 1994, he had put another billion dollars in his pocket. The same can be said for Steve Wynn of Mirage Resorts. Wynn’s company was listed as one of Fortune’s 10 most admired firms in America. Why? Part of it is a reflection of Wynn’s own personality. He is eternally optimistic and wants his people to be the same. Wynn’s strategy is to keep everybody happy. If anyone is not, Wynn’s employees are to fix it. As he tells his people, “If you see a hotel guest with the tiniest frown on her face, don’t ask a supervisor, take care of it. Erase the charge, send the dinner back, don’t charge for the room.” In addition, Wynn sponsors elaborate parties to honor staffers who have kept the most customers happy. At one recent party for a Vietnamese woman who was being honored as employee of the year, Wynn brought in George and Barbara Bush to congratulate the lady. It cost a lot of money for the party, but, as Wynn puts it, “It’s an investment.”



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- (i) How would you describe Wayne Huizenga in terms of the self-concept, specifically self-esteem and locus of control? (4)
- (ii) Why is job satisfaction and organizational commitment so high at Mirage Resorts? How does Steve Wynn manage to keep his employees so happy?(4)

SECTION - B

02×03 = 06 Marks

- Q. 2: Identify and explain the managerial skills that a manager should possess in order to successfully perform his duties in an organization.
- Q. 3: What are the continuing challenges of Organizational Behavior? Explain with examples.
- Q. 4: What are the “Big Five” personality traits? How would knowledge of the Big Five help you in your job as a manager?

SECTION - C

03×02 = 06 Marks

- Q. 5. An insurance company has high level of absenteeism among the office staff. The head of office administration argues that employees are misusing the company’s sick leave benefits. However, some of the mostly female staff members have explained that family responsibilities interfere with work. Using the MARS model, discuss some of the possible reasons for absenteeism here and how it might be reduced.
- Q. 6. Organizations are becoming increasingly influenced by their external environment. Through system theory explain how the understanding of the external environmental factors enable managers to make better decisions.