



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

POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20)
END TERM EXAMINATION (TERM - I)

Subject Name: **Organization Behaviour-I**
Sub. Code: **PG-01**

Time: **02.00 hrs**
Max Marks: **50**

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 2 Case Studies of 10 marks each, Section B carries 2 questions of 10 marks each and Section C carries 5 questions 2 marks each.**

SECTION - A

10×02 = 20 Marks

Q. 1: Case Study: *The Rubber Chicken Award*

Kalyan Sellers is really fed up with his department's performance. He knows that his people have a very boring job, and the way the technological process is set up a leaves little latitude for what he has learned about vertically loading the job through job enrichment. Yet he is convinced that there must be some way to make it more interesting to do a dull job. "At least I want to find out for my people and improve their performance," he thinks.

The employees in Kalyan's department are involved in the assembly of small hair dryer motors. There are 25 to 30 steps in the assembly process, depending on the motor that is being assembled. The process is very simple, and currently each worker completes only one or two steps of the operation. Each employee has his or her own assigned workstation and stays at that particular place for the entire day. Kalyan has decided to try a couple of things to improve performance. First, he has decided to organize the department into work teams. The members of each team would be able to move the workstations around as they desired. He has decided to allow each team to divide the tasks up as they see fit. Next, Kalyan has decided to post each team's performance on a daily basis and to reward the team with the highest performance by giving them a "rubber chicken" award that they can display at their work benches. The production manager, after checking with engineering, has reluctantly agreed to Kalyan's proposal on a trial basis.

Question: Apply Taylor's Principles to the Job redesign by Kalyan.

Q.2: Case Study: *Conceptual Model: Dream or Reality?*

Hansraj has been section head for the accounting group at a manufacturing company for 14 years. His boss, Mr. Shyam Sunder, feels that Hansraj is about ready to be moved up to the corporate finance staff, but it is company policy to send people like Hansraj to the University Executive Development Program before such a promotion is made. Hansraj has enrolled in the program; one of the first parts deals with organizational behavior. Hansraj felt that after 14 years of managing people, this is a shock. However, during the discussion on organizational behavior, the professor made some comments that really bothered Hansraj. The professor said:

Most managers know their functional specialty but problem is that just because managers have a lot of experience they think that they can effectively manage people. The fact is human behaviour is too complex to be understood based on mere experience. However, behavioral scientists have developed theories and models to understand human psychology. They believe that the research is accumulating and we hope will help the manager better understand predict, and manage organizational behavior.

Hansraj is upset by the fact that his professor apparently discounts the value of experience in managing people, and he cannot see how a conceptual framework that some professor dreamed up and some incomprehensible research can help him manage people better.

Question: How would you weigh the relative value of 'studying theories and research findings' versus 'experience' for the effective management of people?

SECTION – B

10×02 = 20 Marks

Q. 3: Demonstrate the applications of any five perception error using examples from your daily life.

Q. 4: Choose between Id, Ego and Superego for the following examples with reason:

- i. Maggie couldn't remember the answer to test question #12, even though she had studied. Nate was the smartest kid in the class, and from where Maggie sat, she could see his answers if she turned her head slightly. When Mrs. Archer turned her back, Maggie almost cheated, but her conscience stopped her because she knew it was wrong. Instead, Maggie took a guess at the answer and then turned in her paper.
- ii. The cashier only charged the couple for one meal even though they had eaten two. They could have gotten away with only paying for one, but they pointed out the cashier's mistake and offered to pay for both meals. They wanted to be honest and they knew that the restaurant owner and employees needed to make a living.
- iii. Sally was thirsty. Rather than waiting for the server to refill her glass of water, she reached across the table and drank from Mr. Smith's water glass, much to his surprise.
- iv. Michael saw a \$5 bill fall out of Nick's backpack as he pulled his books out of his locker. As Nick walked away, Michael bent over, picked up the money, and slipped it into his pocket, glancing around to make sure no one was looking.
- v. Tim really wanted to slug Mark for what he had just said. However, Tim knew if he hit Mark, he would be kicked off the baseball team, and since he loved baseball, he unclenched his fists and walked away.

SECTION – C

02×05 = 10 Marks

Q.5 (A): Describe the three components of attitude citing an example from your life.

Q. 5 (B): Elaborate the implications of the Need Hierarchy Theory for organizations and their employees.

Q. 5 (C): "Planning is looking ahead while control is looking back". Comment

Q. 5 (D): Rashmi works as an editor for a publishing company. She enjoys some aspects of her work but has difficulties with some others. On the MBTI she is coded ENFP.

What might she enjoy and with what might she struggle? Are there ways to modify her work to play to her strengths/preferences?

Q. 5 (E): For the following situation, describe how the individual could deal with his/her cognitive dissonance:

Knowing that smoking is harmful (First cognition) while liking to smoke (second cognition).