



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

POST GRADUATE DIPLOMA IN MANAGEMENT (2018 -20)  
MID TERM EXAMINATIONS (TERM - I)

Subject Name: **Organization Behaviour-I**  
Sub. Code: **PG01**

Time: **01.30 hrs**  
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 a Case Study with 2 questions of 4 marks each. 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: Read the Case Study and answer the question given below:**

(i) Ryan homes is a home building company that has been building homes in more than 10 states in the north eastern part of the Us. The company has been in business since 1048 and has built major housing developments in Michigan, Ohio, Pennsylvania and Virginia.

Your group, the newly established Ryan homes efficiency teams is searching for ways to make your company more efficient. More specifically, you are to focus on making carpenters more efficient workers. In your company the job of a carpenter is described as follows:

Carpenters are craftsman who build things. The occupation rewards those who can combine precise detail work with strenuous manual labor. For Ryan, carpenters are involved with erecting and maintain houses. Carpenters turn blueprint and plans into finished houses. Ryan's carpenters work with supervisors and construction managers on the production of houses containing different materials including fiberglass, dry wall, plastic and wood. Carpenters use saws, tape measures, drills and sanders in their jobs. The job of a carpenter can entail long hours of physical labor in sometimes-unpleasant circumstances. The injury rate among carpenters is above average. Some carpenters work indoors and are involved in maintenance and refinishing;; others are involved in the creation frame and infrastructure.

**Question:** List five possible ways that carpenters at Ryan homes might be inefficient. In addition, assuming that each of your possible ways is a reality, suggest a corresponding action(s) that the company might take to eliminate this efficiency.

(ii) **MANAGING ZINGERMAN'S COMMUNITY OF BUSINESSES**

In 1982, when Paul Saginaw and Ari Weinzweig opened Zingerman's Delicatessen in Ann Arbor, their goal was to make the best pastrami sandwich in Michigan and beyond. "We wanted people to say about other sandwiches, this is a great sandwich, but it's not a Zingerman's," Saginaw says. By 1992, the deli was a popular Detroit Street destination, drawing crowds of food lovers to its historic brick building near the local farmers market. That year, one of the deli managers helped open Zingerman's Bakehouse to provide the deli with fresh-baked breads and desserts. However, even with the new bakery, annual sales were stagnating at the \$5 million mark, and Saginaw feared that management complacency would allow competitors to take a bigger bite out of Zingerman's future sales and profits. The co-founders were unsure whether to keep their business small and local or to pursue a growth strategy. Could they move beyond the deli's intense customer focus, employee commitment, and community spirit that had made Zingerman's successful?

Tots without sacrificing the quality Saginaw and Weinzweig spent two years debating their company's direction. Arguing for change, Saginaw wanted to try new things and expand, possibly

by opening delis in other cities. His partner understood the business case for growth but resisted the chain approach because he believed that trying to replicate the original would dilute the deli's uniqueness. The two continued to discuss alternatives and finally settled on a long-term concept they called the Zingerman's Community of Businesses. They envisioned a group of 12-15 businesses located in and around Ann Arbor, offering goods and services related to or in some way supporting Zingerman's Deli. "The key was having partners who were real owners," Weinzwieg notes. "We wanted people who had visions of their own. Otherwise whatever we did would be mediocre, and the whole idea was to elevate the quality of each element of the company."

After the co-founders announced their plan in a letter to all employees, they found that not everyone agreed with the new direction. Faced with major changes to the company's culture, structure, and expectations, 80 percent of Zingerman's managers left during the first 18 months. Saginaw and Weinzwieg persisted and today, the Zingerman's Community of Businesses rings up more than \$20 million annually from proceeds of the deli and bakery plus a mail order/Internet sales unit, a catering unit, a creamery, a restaurant, a mobile sandwich stand, a coffee company, and a training business. After the initial exodus of managers, the firm began attracting talented managers interested in new challenges. Consider Maggie Bayless, who worked at Zingerman's when the deli first opened. She left to complete an MBA and became a training consultant to corporations, but she wasn't completely satisfied "I missed feeling that what I did was making a difference. In 1994, Bayless returned to help Sagi Weinzwieg start Zingerman's Training.

Zingerman's Training shares the founders' management and food-sandwich expertise through seminars and consulting. Zingerman offers courses such as "3 Steps to Great Service" "5 Steps to Implementing and for outside customers as well. Bayless excited about her work because "the more we shall apply more we learn." Many Zingerman's Training customers take one course, go back to their jobs to apply what they learn and then enroll in another. "Every time I go, I'm reenergized and recharged," comments the training coordinator of Michigan's First National Bank, which distinguishes itself on the basis of personal service food service. Zingerman's Training Change" for internal managers Zingerman's, which Inc. magazine recently declared. The coolest small company in America," has not stopped growing. It currently employs more than 330 people and opens a new business approximately every 18 months. Just as important, Weinzwieg and Saginaw are having fun and making money without compromising the principles that made their deli a regular stop for avid pastrami lovers all around Ann Arbor.

**Question:** On which of the four aspects do you think aginaw and Weinzwieg rely most heavily when planning a new business? Explain.

### **SECTION - B**

**02×03 = 06 Marks**

Q. 2: List and define the skills that you think you'll need as CEO of a company. Why will these skills be important to possess?

Q. 3: "Management is a combination of art and science". Explain

Q. 4: Utilize your understanding of the various challenges and opportunities of organizational behaviour learned in your class and build one specific scenario each to demonstrate any two of these challenges/opportunities.

### **SECTION - C**

**03×02 = 06 Marks**

Q. 5. Using reinforcement theory, describe a situation where a manager uses behavior modification to influence its subordinate's behavior.

Q. 6. Using planning steps discussed in class, describe the planning and execution of fresher's party at your college.