



# 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 (2018)  
MID TERM EXAMINATIONS (TERM - II)

Subject Name: Organizational Behaviour-II  
Sub. Code: PG09

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 02 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:**

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

***Manager 1:** Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.*

***Manager 2:** Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.*

The managers are sensing that staff is becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff has also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff becomes distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

(i) **How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?**

(ii) **Which leadership style do you think both managers are using in this situation?**

**SECTION - B**

**02×03 = 06 Marks**

Q. 2: Discuss the most common aspects of a workplace teams with appropriate examples?

Q. 3: What is the shape of the perfect leader and does he or she exist?

Q. 4. Describe an incident of social loafing in which you have been involved. What might be done to overcome this effect?

**SECTION - C**

**03×02 = 06 Marks**

Q. 5. Discuss the three key strategies adopted by *Navika Sagar Parikrama INSV Tarini* as a team.

Q. 6: Think of a group in which you have been working. How do the *five-stage model* or *punctuated equilibrium model* apply to this experience?