

PGDM, 2020-22
Organizational Behaviour
DM-106

Trimester – I, End-Term Examination: October 2020

Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No. on every page of the question paper; writing anything except the Roll No. will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	2 short answer questions with internal choices and CILO covered	2*5	30
	and 2 long answer questions with internal choices and CILO covered Note: Attempt either (a) or (b) from each question in this section.	2*10	
B	Compulsory Case Study	20	20
			50

SECTION A

1(a) Your star sales employee has been performing poorly for the last one month. Using the attribution theory, explain how you will identify the reason for the same. (CILO1)

OR

1(b) Describe your personality using Big 5 Traits and how it will help you in corporate life. (CILO1)

2(a) How do you think group shift and group think work against or in favour of group effectiveness? Explain it with reference to your group in the class. (CILO2)

OR

2(b) As an HR intern, what power tactics would you use with your HR manager to convince him to provide stress management training to all the employees who are working from home? (CILO2)

3(a) You have been asked to evaluate your peers on a five-point scale, where 5 means excellent. Which style of decision-making will you adopt and what are all the things that you will keep in mind while arriving at this decision? (CILO1)

Please Turn Over

OR

- 3(b) Herzberg's two-factor theory of motivation has been quite influential. One of the most widely accepted explanations of motivation is Victor Vroom's Expectancy Theory. Compare and contrast these two theories to explain which one is better and why. (CILO1)
- 4(a) You are recently appointed as a manager to a US firm. Within the first month itself employees have turned their back against you due to differences in style of working. What do you think is responsible for this phenomenon? How would you resolve this conflicting situation, keeping in mind that you have to work with this team for the next one year? (CILO2)

OR

- 4(b) Leaders are important to organizations and to employees. Justify with examples. Also highlight the role of emotional intelligence in making leaders more effective. (CILO2)

SECTION B

MAGIC KINGDOM

One of the most popular tourist attractions in America is Disney World at Orlando in the State of Florida. It is a theme park with numerous attractions and a visit to America is not considered complete without the visit to Disney World. Prior to the opening of Disney World at Orlando, there was a similar theme park near Los Angeles in the State of California, known as Disneyland. Disneyland was a creation of Walt Disney, a famous family movie maker who had produced such movie hits as Fantasia and Snow White. Disneyland is a family entertainment phenomenon and is also known as magic kingdom.

Following Walt Disney's death, the magic kingdom hit a downward trend. The management rested on the past laurels of its success and the organization stagnated into its status quo. It shunned innovation and stayed in its ivory tower away from the pulse of the audience. It became fearful to change and by all accounts, it was not fully utilizing its potential or its resources and considering the demand for its products and services, it was under charging for its licensing of cartoon characters and admission to its theme parks.

Michael Eisner, the head of the Disney organization felt that he had to become more like Walt Disney, an innovator and a risk taker who encouraged creativity and who had built the Disney Empire. After analyzing the situation carefully, he devised a plan that would encourage openness to change, and culture of strong creativity, that was always a hallmark of Disney's success.

Eisner himself came up with a number of new and creative ideas including new health food restaurants and he encouraged an induced creativity among others and creativity became one of his top priorities. His idea of creating a Euro Disneyland in Paris came into high focus. He met with 12 of the world's most respected architects in a widely creative session to bring out as best design for the theme park as possible. He encouraged and rewarded new ideas, opened the channels of communication and took the members into confidence by sharing with them his strategic plans and ambitious growth strategies.

Please Turn Over

One change that came into being was the renovation and expansion of its hotel chains. He ordered an ambitious \$ 1.0 Billion hotel expansion plan that doubled its room capacity to 20,000 and came at par with the well-known Ritz Carlton chain of hotels.

The movie business that had practically come to a stand-still and was hardly reaching break-even point, got a boost of creativity. By tightening budget without sacrificing quality and working with adventurous scripts and unknown but talented actors, it became a dominant force in the American movie industry and produced such hit films as Beauty and the Beast, Pretty Woman, Ruthless People and so on.

Michael Eisner's creativity, openness, innovation and team spirit has not been without its rewards. From 1984 to 1990, Disney's sales increased from \$ 1.7 billion to almost \$ 6.00 billion. Disney has expanded his family entertainment business to include book publishing and records and has opened a theme park in Japan. Michael Eisner made a dramatic turnaround of Disney fortune in 1980s. He is even more ambitious during the 1990s and calls it The Disney Decade. He has surrounded himself with ambitious, energetic and creative staff and he expects a period of extensive growth for Disney operations around the Globe. With the fall of close societies and advent of instant communications and emphasis on internationalization, he is very optimistic that Disney will become a household name around the World, as it did in America.

QUESTIONS:

5. List and explain the internal and external forces that necessitated the change in the outlook of Disney operations. (CILO3) **(6 marks)**
6. What kind of organization structure was Michael promoting according to you and why was it working? (CILO3) **(6 marks)**
7. If you were hired as a consultant to the organization, what changes would you suggest, if any, to bring Disney organization into the global limelight? (CILO3) **(8 marks)**

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