

**PGDM (RM) 2020-22**  
**Organisational Behaviour & HRM**  
**RM-105**

**Trimester – I, End-Term Examination: October 2020-22**

Time allowed: 2 Hrs 30 Min  
Max Marks: 50

Roll No: \_\_\_\_\_

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 questions with internal choices and CILO (Course Intended Learning Outcome) covered	3*10	30
B	Compulsory Case Study with of 2 questions	2*10	20
			<b>50</b>

**SECTION A**

(10 marks \* 3 questions) = 30 Marks

**A1a (CILO 1)** What are the most commonly committed Perceptual Errors that can affect the efficiency of a team, negatively?

OR

**A1b (CILO 1)** "Emotional Intelligence is more important than cognitive intelligence in influencing an individual's success". Do you agree or disagree with this statement? Support your perspective.

**A2a (CILO 2)** Use all three components of expectancy theory to explain why some employees are motivated to show up for work during a severe storm whereas others make no efforts to leave their home.

OR

**A2b (CILO 2)** Throw light upon the five stages of group formation. Discuss the functional and dysfunctional aspect of each stage with suitable examples.

**A3a (CILO 3)** How can the study of OB help meet management challenges today and in future?

OR

**A3b (CILO 3)** What do you understand by 'ABC Model' of Attitude? What are the implications of attitudes at the workplace with reference to Retail sector? Justify citing suitable examples.

**SECTION B – CASE STUDY**  
(10 marks \* 2 questions = 20 Marks)  
(Combination of CILO 1, 2 & 3)

P. Sundararajan has been a ticket agent for Friendly Airlines for the past three years. This job is really getting to be a hassle. In order to try to reduce the mounting losses that Friendly has suffered in recent months, management has decided to do two things: (1) overbook their flights, so that every seat possible will be filled, and (2) increase their service to their customers and live up to their name. P. Sundararajan is of course at the point of application of this new policy. When checking in passengers, he is supposed to be very courteous and friendly, and he had been instructed to end every transaction with the statement, "Have a nice flight". The problem is that, sometimes there are more passengers holding confirmed reservations, checking in, than there are seats on the plane. Rightfully these people become extremely upset with P. Sundararajan and sometimes scream at him and even threaten him. During these confrontations, P. Sundararajan becomes 'unglued'. He starts sweating and his face turns bright red. The company guidelines on what to do in these situations are very vague. When P. Sundararajan called his supervisor for advice, he was simply told to try to book passengers on another flight, but be friendly.

Q1) Is P. Sundararajan headed for trouble? What would be some physical, psychological, and behavioural outcomes of this type of job stress?

Q2) What could the company do to help reduce the stress in P. Sundararajan's job?