

**PGDM (IB), 2021-23**  
**Organizational Behaviour**  
**IB-110**

**Trimester – I, End-Term Examination: October 2021**

Time allowed: 1 Hour 30 Minutes  
Max Marks: 30

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

**Instruction:** Students are required to write Roll No. on every page of the question paper. All instructions on the reverse of the Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	3 question (or more) with 3 internal choices (1 question + 1 internal choice) for each CILO (Course Intended Learning Outcome) covered.	3*5	15
B	All questions compulsory for 5 marks each	15	15
			<b>30</b>

**SECTION A**

1(a) Carla, a college student is participating in a special “elementary education outreach” project in her local community? Along with other students from the business school, she is going to spend the day with students of 11<sup>th</sup> and 12<sup>th</sup> class. One of her task is to lead a class discussion on the question “How is the world changing today? Help Carla by creating major points she should discuss with the students. (CILO1)

**OR**

1(b) Your boss has a sign posted in her office: “A satisfied worker is a high performing worker.” In a half-joking and half-serious way, she points to it and says, “You are fresh out of college as a business management major. Am I right or wrong? What is your response? (CILO1)

2(a) Discuss the common pitfalls you would expect to encounter in negotiating your salary of your first job, and explain how would you best try to deal with them? (CILO2)

**OR**

2(b) One of your friend has been assigned as a head to new product team at a company. He has asked for tips to manage a team effectively. What would be your suggestions? (CILO2)

3(a) Write a recruitment ad for a job that you would like to hold. (CILO4)

**OR**

**Please Turn Over**

- 3(b) If you were the chairman of a company, what judgements would you give on promotion from within vs selecting the best from outside? (CILO4)

## SECTION B

### Case: Active Cultures

Employees at many successful companies start the day by checking the economic forecast. Patagonia's Ventura, California, employees start the day by checking the surf forecast. The outdoor clothing company encourages its workforce to take time from the work-day to get outside and get active. For Patagonia, linking employees with the natural environment is a major part of the culture. New hires are introduced to this mind-set very quickly. Soon after starting at Patagonia, marketing executive Joy Howard was immediately encouraged to go fly fishing, surfing, and rock climbing all around the world. She notes that all this vacationing is not just playing around—it's an important part of her job. "I needed to be familiar with the products we market," she said.

Other practices support this outdoors-oriented, health culture. The company has an on-site organic café featuring locally grown produce. Employees at all levels are encouraged through an employee discount program to try out activewear in the field. And highly flexible hours ensure that employees feel free to take the occasional afternoon off to catch the waves or get out of town for a weekend hiking trip.

Are there bottom-line benefits to this organizational culture? Some corporate leaders think so. As Neil Blumenthal, one of the founders of Warby Parker eyewear, observes, "[They've shown that you can build a profitable business while thinking about the environment and thinking about your team and community." As Patagonia CEO Rose Marcario says, "People recognize Patagonia as a company that's ... looking at business through a more holistic lens other than profit." However, she is quick to add, "Profit is important; if it wasn't you wouldn't be talking to me."

Patagonia's culture obviously makes for an ideal work-place for some people—but not for others who don't share its values. People who are just not outdoor types would likely feel excluded. While the unique mission and values of Patagonia may not be for everyone, for its specific niche in the product and employment market, the culture fits like a glove.

### Questions:

1. What do you think are the key dimensions of culture that make Patagonia successful? How does the organization help to foster this culture? (CILO3) **(5 marks)**
2. Does Patagonia use strategies to build its culture that you think could work for other companies? Is the company a useful model for others that aren't so tied to a lifestyle? Why or why not? (CILO3) **(5 marks)**
3. What are the drawbacks of Patagonia's culture? Might it sometimes be a liability and, if so, in what situations? (CILO3) **(5 marks)**