

PGDM (IB) 2016-18
Organizational Behaviour
IB - 107

Trimester I, End-Term Examination, September 2016

Time allowed: 2.5 Hours

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**. In case of rough work please use answer sheet.

SECTION - A

[Marks:5*3=15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. Identify and briefly explain some managerial implications of Big Five Dimensions of Personality.
2. As technology advances further in the years to come, how do you think the nature of leadership in work organizations is likely to change?
3. "A pay packet alone is not adequate to attract and retain competent employees." Elaborate the statement and discuss the related concept of motivation in the light of the above statement.
4. Most organizational change is forced on the organization by the external factors or can it be fostered from within? Explain with examples.
5. What kind of signals can warn a manager that employee training may be necessary?

SECTION - B

[Marks:2*10=20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

1. A newly formed team comes to you for some advice. One of their members feels that he is "not a team player" and would prefer to work alone. How would you convince him of the advantages of teamwork and suggest the key skills he needs to develop to function effectively.
2. Explain the dynamics of human resource management of a company, which has production facilities in various countries.
3. You have been appointed the HR Manager of a fast growing multinational company in Delhi. It proposes to select management trainees for its different departments. What are the different sources of recruitment you would source and how would the trainees be selected?

SECTION - C

Analyze the case study and answer the questions that follow. Each question carries 5 marks. **[Marks: 3*5= 15]**

Amazon.com innovation via "Two- Pizza Team"

Amazon.com widely is considered the world's best inline retail site, the undisputed leader of internet commerce. Although many e-tailers pulled their plugs during dot-com bust of the late 1990s, Amazon has become a profitable multibillion-dollar business. The man behind the company's success is its founder and CEO, Jeff Bezos, And his secret to success, he proudly proclaims, is his willingness to innovate.

His secret to being innovative is simple (to explain, at least)—being willing to take risk. As Bezos put it, "Innovation is part and parcel with going down blind alleys. You can't have one without the other." And at Amazon, being innovative is possible because it's engrained into the culture of the organization. Indeed, the very idea of starting an Internet-bookstore in 1993 was then as unusual as it is unremarkable today.

To keep innovation going at Amazon, Bezos does several things. First, company officials go out of their way to select people who are interested in being innovative. Those who are unwilling to take risks or who demand stable working environment "flee Amazon.com in hordes," says Bezos. However, because Amazon is known for its pioneering focus, it also tends to attract individuals who buy into the company's highly innovative orientation.

Second, to keep ideas percolating, managers from teams that introduce and test ideas constantly. And, because the company's only presence is web-based, it's easy to test ideas without making large investments. For example, it's possible to expose some customers, but not others, to some features or descriptions or prices. Then, comparison can be made to provide instant feedback on people behave.

Within the company's Seattle headquarters, these teams that test innovations are called "two-pizza teams." All projects involve only small numbers of people—"small enough that they can be fed on two pizzas," Bezos explains, explaining that six-person teams constitute a good size for getting things done.

At Amazon, "getting things done" is all about making the best possible experience for customers. Recently, this has taken such popular forms as "inside the book" (which allows guests to the Web site to examine and search through book before purchasing) and various deals that allow customers to have their items shipped free of charge. Both have been wildly successful.

When asked if he considers himself to be an innovator, Bezos readily acknowledges that this description fits him perfectly. "I absolutely think of myself as an innovator," he says, adding that too often "we learn that we can't improve things." However, being innovative means learning that anything can be improved upon. And if Amazon's success is any indication, this clearly is so.

Questions

1. As Amazon.com has grown in size over the years, do you think it has become easier or more difficult for innovation to occur? Or do you think that company's makes no difference in this regard?
2. What role do you think Jeff Bezos has played in instilling the innovative culture at Amazon.com? How, if at all, do you think he is involved in maintaining an innovative culture?
3. Personally, would you like to work at a highly innovative company like Amazon.com or would you be among those who leave because you prefer a more stable environment?