

PGDM, 2015-17
Organizational Behaviour
DM-105

Trimester – I, End-Term Examination: September 2015

Time allowed: 2 hrs 30 min

Max Marks: 50

Roll No: _____

Instructions: 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.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

SECTION A

- A1. What are some of the common decision biases or errors that people make?
- A2. The Job Characteristics Model suggests that the elements of a job can act to increase or decrease effort. Elaborate.
- A3. How do group norms and cohesiveness influence an individual's behaviour and productivity?
- A4. How do we measure personality? Explain the limitations of any three methods.
- A5. What are the advantages and disadvantages of using an external change agent?

SECTION B

- B1. (a) Which of the following best describes Late Nelson Mandela's approach to leadership: autocratic, democratic, or laissez-faire? (5 marks)
(b) Which best describes how you would want to lead an organization? (5 marks)
- B2. (a) What are the similarities and differences between emotions and moods? (5 marks)
(b) What is emotional intelligence? What role does it play in job performance? (5 marks)

Turn Over

- B3. Compare and contrast the strengths and weaknesses of the Bureaucracy and the Boundaryless Organization. Which model would you recommend for an organization operating in a dynamic and complex environment? Justify.

SECTION C

Nordstrom: Customer Service Culture

Ever since the first Nordstrom store opened in 1901, one of its primary foundations of business has been, "Do whatever it takes to take care of the customer, and do whatever it takes to make sure the customer doesn't leave the store without buying something." There are countless stories about how Nordstrom employees go the extra mile to help a customer.

When a couple from out of town stopped at a Nordstrom store, the wife tried an outfit she wanted to wear that night but was hesitant to buy it because she didn't have the right jewelry to wear. To make the sale and please the customer, the salesperson loaned the customer the jewelry she was wearing. From the Nordstrom store in Oakbrook, IL, comes a story of a cosmetics salesperson who regularly interacts with a customer who has cancer. The customer relates that the personal service she receives is a cherished experience in her life. In New Jersey, a customer who was about to leave for Milan the next day came to Nordstrom for a pair of pants. He mentioned that he wanted other items, but didn't have the time to wait for alternations. The salesperson contacted Nordstrom's tailoring department and worked to provide all of the items that the customer would need.

How has Nordstrom been able to maintain this customer-focused culture for over 100 years? Nordstrom leadership understands how to maintain a customer service culture. First, leading by example has always been a focus. The executives of the Nordstrom family have all worked in the stores since they were young. They understand the daily life in these stores and they set a good example. A former employee tells a story about Bruce Nordstrom, who cleaned off counters in one of the Nordstrom's stores because he saw it needed to be done. He didn't ask an employee to do it; he just did it. Further, Nordstrom does everything it can to keep employees who excel in their customer service-focused culture; whenever possible, they promote from within.

Nordstrom also uses stories to spread the culture. The company encourages its employees to write up "heroics" or stories of customer service and teamwork above and beyond the call of duty. The company also relies on experienced "Nordies" to socialize new employees to the culture. When Nordstrom expands into a new market, veteran Nordies share their own personal stories of the company. All these tactics have allowed Nordstrom to become known for its exceptional customer service and maintain that reputation for more than 100 years.

- C1. What type of ceremonies or rites could Nordstrom establish in order to highlight and teach its core values? (5 marks)
- C2. Explain the assumptions that guide Nordstrom as an organization. (5 marks)
- C3. Would you characterize Nordstrom as a strong culture? Justify. (5 marks)

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