

PGDM 2018-20
Organizational Behaviour
DM-106

Trimester – 1, End-Term Examination: September, 2018

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

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

SECTION A

- A1. Managers must have the mental ability to analyze and diagnose complex situations. What are these skills called and why are they important?
- A2. The MBTI is the most widely used personality assessment instrument in the world. Which aspects of personality does it measure and for what purpose can this data be used?
- A3. How do group norms influence an individual's behaviour? In this context differentiate between conformity and groupthink.
- A4. A model called affective events theory demonstrates that employees react emotionally to things that happen to them at work, and this reaction influences their job performance and satisfaction. Elaborate.
- A5. Explain any five measures that an organization should take to manage a change intervention smoothly.

SECTION B

- B1. (a) What are some of the organizational situations and cultures which promote political behaviour?
(b) The negotiation process is made up of five steps. Explain them with the help of relevant examples in the organizational context.

Turn Over

- B2. (a) What is a matrix organization and how is it different from a virtual organization?
(b) An organization's structure can have significant effects on its members. What are the behavioural implications of different organizational designs?
- B3. (a) There is no universal style of leadership which is effective in all situations. Justify this statement using any one contingency theory.
(b) What are the various kinds of conflicts which may occur in a team? How can a leader use all his powers to sort out conflicts within the team in a more effective manner?

SECTION C

All the three questions at the end of the case study are compulsory and carry 5 marks each.

The Case of the "Hungry" Actress

After finishing school, you set out to look for a job and are determined to get something really different, something with a challenge. Of course, that's what everybody wants, but in your case, it turns out to be exactly what you got. The only problem is that now you are wondering if a really challenging and different job is all that great: You had just happened to see an ad in the paper for positions in a newly forming company, and you called to see, what it was about. The organization (if you can actually call anything that disorganized an organization) is Talent Unlimited, and its founders describe it to you as "the world's first talent management organization run entirely by the talent themselves."

Talent, in this case refers to the theatre-related talent – actors, actresses, directors, bit players and the like. You learn that with the recent emphasis on the culture of your area, there is a steady stream of films being made where you live, and gradually a nucleus of performers, even beyond the local talent, has settled here. The group has started Talent Unlimited. You ask what job is open, since they have already told you that they run everything themselves. "Well it is not exactly management", says Lola La Rue (You suspect that's her stage name; in any case, she is more or less taking on the role of spokesperson for the group). "You see, we want an administrator", she continues. "We want to make all the major decisions, but nobody wants to be concerned with the day-to-day running of things. In fact, I am afraid things are in a bit of a mess."

You are hired on the spot. In fact, the group is amazed when they learn you have a business degree. "You mean you can do numbers and all that?" asks Lola, eyes open wide. You quickly learn what "a bit of mess" really means. Not only are the books in chaos, the schedule a disaster and plans non-existent, but there is a considerable dissension in the organization. There appear to be two main factions. At the very top, acting as a sort of "kitchen cabinet" making decisions, are five or six performers who have really made it. They are living the lifestyle of the rich and famous and are interested in using the organization as an easy way to advance their careers without running into heavy agents' fees. Lola is typical of this group and one day you run into her having a discussion with Marla Mallory, who is decidedly in the other camp.

Turn Over

The other camp consists of vast majority of members – hopefuls who haven't yet had a break. Like most, Marla lives a hand to mouth existence, supplementing her meagre theatrical earnings by hourly work as a cashier in a local super market. Most of this group, with Marla among them, are pretty discouraged; they see Talent Unlimited as a last hope that may be by banding together, they can get some work. Marla is telling Lola that she wants Talent Unlimited to try to get some bit parts for her in a Broadway road show that is coming to town soon.

"Now, really you must stop being so childish", exclaims Lola. "All you people do is think of yourselves. Look at me. I have devoted my life to this profession and I am literally starving to death. I have just learned that upstart Kitty Kelly is getting \$ 750,000 for a five minute cameo slot, while I get only \$425,000 for a similar one. Those are the real problems Talent Unlimited is going to have to deal with.

- C1. Which steps of the positively cognitive needs concept are shown in this case so far as Lola is concerned? What does this case reveal about expectancy theory?
- C2. How would the director of a play or movie motivate Lola? What incentive could be used?
- C3. What does this case illustrate that is keeping with equity theory? Lola says she is "starving to death". Has she lost her mind? Explain according to equity theory.

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