

PGDM 2019-21
Organizational Behaviour
DM-110

Trimester – I, End-Term Examination: September 2019

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**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	2 short answer questions with internal choices and CILO covered	2*5	30
	and		
	2 long answer questions with internal choices and CILO covered	2*10	
	Note: Attempt either (a) or (b) from each question in this section.		
B	Compulsory Case Study	20	20
			50

SECTION A

1(a) What are any five initiatives that organizations can take to make their groups more cohesive? (CILO2)

OR

1(b) At the workplace, what power tactics do people use for influencing the following:
(i) Their bosses; and
(ii) Their subordinates? (CILO2)

2(a) Describe any three environmental factors or demands that contribute towards stress in employees. (CILO1)

OR

2(b) Some shortcuts in judging others result in significant distortions. Justify this statement with the help of any four shortcuts. (CILO1)

3(a) Can leaders be flexible in how they interact with others? Explain with the help of any two theories how leaders should change their behaviour as per the situation. (CILO2)

OR

Please Turn Over

- 3(b) Conflict occurs when opposing parties have interests or goals that appear to be incompatible. In the light of this statement, explain the five stages of the conflict process with the help of suitable examples. (CILO2)
- 4(a) Explain the personality traits and EQ components that would help the following professionals be more successful:
- (i) Corporate lawyers; and
 - (ii) VP-HR of a software company. (CILO1)

OR

- 4(b) Why do you think there are so many different theories or approaches to understanding motivation? Should it not be possible to determine which one is best and just use it? Justify with the help of any three contemporary theories. (CILO1)

SECTION B

In 1995, the City of Carlsbad, California, an oceanfront community of about 75,000 people, was emerging from the worst recession in its history. In response to a call from the City Council and nationwide efforts to operate governments in a more business-like manner, the City Manager led the organization through a comprehensive strategic planning process. Through highly participative methods, a new city mission and a set of values to guide decision making were developed as follows:

Mission: *Our mission is to provide top quality services to our citizens and customers in a manner and enhance the quality of life for all who live, work, and play in Carlsbad.*

Values

Integrity: An organization and workplace distinguished by sound moral and ethical character.

Trust: A workplace characterized by widespread belief in the integrity, reliability and ability of employees.

Competence: A workplace characterized by employees who have the skills and training to do their jobs.

Accountability: An environment characterized by employees who are willing to be responsible.

Teamwork: A workplace that encourages the use of teams to accomplish organizational goals and objectives.

Quality: An environment characterized by employees with passion for excellence.

Empowerment: Employees who have the authority, responsibility and accountability to decide and act.

In addition, several important strategic initiatives, including a new information system and a revised performance appraisal and incentive compensation process were started. These strategic initiatives and the City Manager's assessment of the organization's design pointed to misalignments in the city's structure. He convened a small representative task force of managers to design a new structure. The result was a reorganization of the city into five major service areas (MSAs), such as community development, safety services (eg. Fire, police), public works, administrative services and community services.

An evaluation of the entire strategic effort suggested that a large majority of the internal and external stakeholders viewed the changes positively and believed that they had improved customer focus and employee commitment. The results also promised to reduce operating costs and to create an organization that could absorb the expected growth in demand for new and better services.

The Public Works Department

The largest of the new MSAs, Public Works, consisted of six previously independent departments responsible for city engineering services, parks, streets, facilities and fleet maintenance; and a legally separate water district owned by the city (Exhibit 1 below).

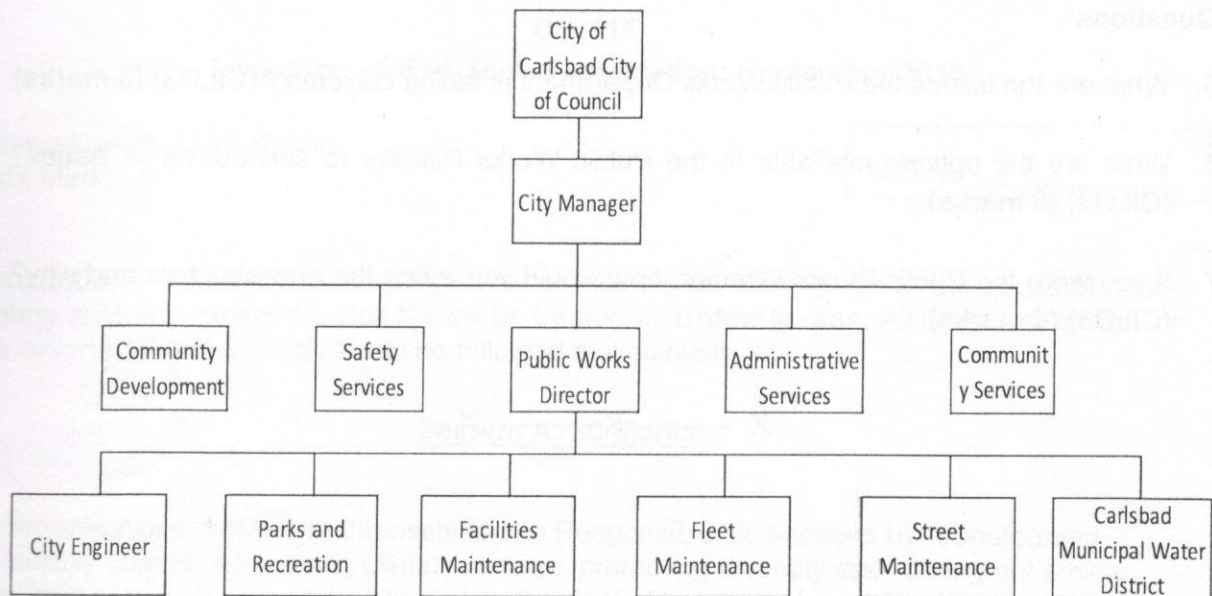


Exhibit 1: Proposed Public Works Structure immediately following City Reorganization

The new organization was expected to design, construct and maintain infrastructure for the growing city. The new Public Works Director was excited about the prospect of designing his new MSA according to the vision and values created by the city during its strategic change efforts. In line with those values, he saw the opportunity to implement the new design in participative and empowering ways, and he wanted to take advantage of the city's general plan that called for new buildings to house the engineering staff and the public works yard. The following information was provided to him.

- Each of the previously independent departments had their own way of doing things. They were suspicious of the reasons for the structural change. The water district employees were particularly cohesive.
- Many of the work processes in each department were similar. For example, the buildings, parks and the street departments each had equipment and work assignments involving the maintenance of restrooms, painting, landscaping and light construction. The engineering department for the water district was largely redundant with the engineering department in the City, and both the City and the water district owned several pieces of large and expensive equipment.
- Each department had members with both long and short tenures.
- Most of the departments lacked formal goals and planning processes.
- The current Public Works Director was also acting as City Engineer.

- The Engineering department was anticipating an increased workload over the next 10 years as the City continued growing. Conversely, workloads in the maintenance groups were expected to grow over time but lag the growth rates in engineering.
- Almost all of the employees enjoyed working for the City of Carlsbad and intended to stay.

The Public Works Director had to understand the implications of this data and design an action plan to describe and refine the new structure.

Questions:

5. What are the issues the Public Works Department is facing currently? (CILO3) **(6 marks)**
6. What are the options available to the Public Works Director to sort out these issues? (CILO3) **(6 marks)**
7. If you were the Public Works Director, how would you refine the new structure and why? (CILO3) **(8 marks)**

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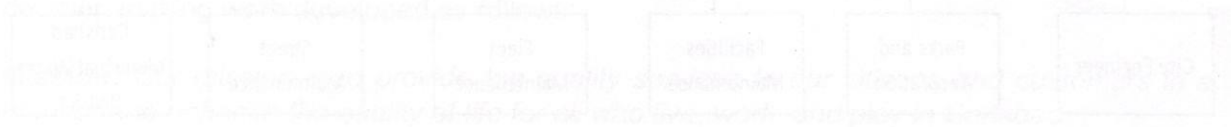


Exhibit 1 Proposed Public Works Structure immediately following City Reorganization

The new structure was created by reorganizing the existing Public Works Department. The new structure was created by the City during its strategic planning process. The new structure was created by the City during its strategic planning process. The new structure was created by the City during its strategic planning process.

Each of the previously independent departments had their own separate budgets. They were not coordinated with each other. They were not coordinated with each other. They were not coordinated with each other.

Many of the work processes in each department were similar. For example, the building code and the street department each had equipment and staff. The building code and the street department each had equipment and staff. The building code and the street department each had equipment and staff.

Most of the departments lacked formal goals and planning processes. The Public Works Director was also acting as City Engineer.