



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Supply Chain Management & Logistics
Post Graduate Diploma in Materials Management - 2 years

PAPER No. 5

Dec 2018

ORGANIZATION BEHAVIOUR

Date : 27.12.2018
Time : 2.00 p.m. to 5.00 p.m.

Max. Marks : 100
Duration : 3 Hrs.

Instructions:

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| 1. From Part A – answer all questions (compulsory). Each sub question carries 1 mark. | Total: 20 Marks |
| 2. From Part B – Answer any 3 questions out of 5 questions. Each sub-question carries 20 marks. | Total: 60 Marks |
| 3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions. | Total: 20 Marks |
| 4. Please read the instructions given in the answer sheet. | |
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PART A

(20x1 = 20 marks)

(Compulsory- Attempt all Questions each question carries 1 mark)

Q1. State TRUE or FALSE :-

5 Marks

- a) Humanistic psychologists emphasize the potential of human beings for growth, creativity and leadership.
- b) Formal groups may be command groups or task groups.
- c) Some people influence others through the force of their attractiveness, the mysterious personal magnetism, we call this as 'charisma'.
- d) Kurt Lewin, a social psychologist, proposed for a two-step model to manage organizational changes.
- e) Related to globalization is the challenge of workforce diversity.

Q 2. Fill in the blanks :-

5 Marks

- a) Management is originally called as _____ science, concerned with overseeing activities and supervising people in organization.
- b) The _____ theory emphasizes the unconscious determinants of behaviour.
- c) Reinforcement proceeds in _____ stages.
- d) The _____ type of value is interested in the discovery of truth through reasoning and systematic thinking.
- e) Maximizing the value of employees as _____ assets requires an organizational culture that promotes their intellectual participation.

Q 3. Match Column A (**Unconditioned Stimulus – US**) with correct responses from Column B

(**Unconditioned Response – UR**) :-

5 Marks

Column A - (Unconditioned Stimulus – US)		Column B - (Unconditioned Response – UR)	
1.	Food	A	Startle
2.	Loud Noise	B	Hand Withdrawal
3.	Puff of air in eye	C	Contraction of pupil
4.	Light in eye	D	Salivation
5.	Touching hot stove	E	Blink

Q 4. Choose the appropriate answer, from the following given options :-

5 Marks

- 1) Ego is concerned with :
 - (a) Consequences
 - (b) Punishments
 - (c) Rewards
 - (d) All of the above

- 2) Which of the following is **NOT** a part of reinforcement process :
 - (a) Vicarious
 - (b) Vivacious
 - (c) Self Administered
 - (d) Direct

- 3) Which is **NOT** a part of the individual traits in Allport's personality traits :
 - (a) Common Traits
 - (b) Cardinal Traits
 - (c) Central Traits
 - (d) Secondary Traits

- 4) Which of the following have propounded theory on personality :
 - (a) Carl Jung
 - (b) Raymond Cattell
 - (c) Carl Rogers
 - (d) All of the above

- 5) Which of the following statements is **WRONG** :
 - (a) We use projection when we attribute our own undesirable impulses
 - (b) Regression is the most important and frequently used defence mechanism
 - (c) Displacement occurs when we substitute a less threatening object or person for the original object or person for the original object of aggressive impulse
 - (d) Rationalization can be used to justify past, present or future behaviours

PART-B

Write any three (3) of the following questions 20 marks each (60 Marks)

- Q. 5** Explain in detail with examples the Conceptual Freudian Psychoanalytic Model.
- Q. 6** Explain in the detail the different types of Leadership Styles. Which is your favourite leadership and why ?
- Q. 7** Explain in detail the Political Behaviour in Organisations and what are different ways people use political behaviour in organisations.
- Q. 8** Explain in detail the causes of Stress
- Q. 9** Write Short Notes (Any Four) – (4 x 5 = 20Marks)
- (a) Biological factors of Personality
 - (b) Cognitive Learning Theory
 - (c) Maslow's Theory of Needs
 - (d) Leadership Skills
 - (e) Denison's Cultural Model
 - (f) Cross Cultural Perspective

PART – C

Q. 10. CASE STUDY (compulsory)

20 Marks

Rajeev joined Satyam Computers (SC) in November after a successful stint at Nayan Computers (NC) where he had worked as an assistant programmer. Rajeev felt that Satyam offered better career prospects, as it was growing much faster than NC, which was a relatively small company. Although Rajeev had enjoyed working there, he realized that to grow further in his field, he would have to join a bigger company and preferably one that handled international projects. He was sure he would excel in his new position at SC, just as he had done in his old job at NC.

Rajeev joined as a Senior Programmer at SC, with a handsome pay hike. SC had international operations and there was more than a slim chance that he would be sent to USA or UK on projects. Knowing that this would give him a lot of exposure, besides looking good on his resume, Rajeev was quite excited about his new job.

Rajeev joined Akshata's five member team at SC. He had met Akshata during the orientation sessions and was looking forward to working under her. His team members seemed warm, friendly and comfortable with their work. He introduced himself to the team members and got to know more about each of them.

Wanting to know more about his boss, he casually asked Divya one of the team members, about Akshata. Divya said "Akshata does not interfere with our work. In fact, you could even say that she tries to ignore us as much as she can". Rajeev was surprised by the comment but decided that Akshata was probably leaving them alone to do their work without any guidance, in order to allow them to realize their full potential.

At NC, Rajeev had worked under Sunil and had looked upto him as a guide and mentor – always guiding, but never interfering. Sunil had let Rajeev make his own mistakes and learn from them. He had always

encouraged individual ideas and let the team discover the flaws, if any, through discussion and experience.

He rarely held any member of his team responsible if the team as a whole failed to deliver – for him the responsibility for any failure was collective. Rajeev remembered telling his colleagues at NC that the ideal boss would be someone who did not interfere with his / her subordinate's work. Rajeev wanted to believe that Akshata too was the non-interfering type. If that was the case, surely her non-interference would only help him to grow. In the first week at work, Rajeev found the atmosphere at the office a bit dull. However, he was quite excited. His team had been assigned a new project and was facing few glitches with the new software. He had thought about the problem till late in the night and had come up with several possible solutions.

He could not wait to discuss them with his team and Akshata. He smiled to himself when he thought of how Akshata would react when he told her that he had come up with several possible solutions to the problem. He was sure she would be happy with his having put in so much effort into the project, right from day one. He was day dreaming about all the praise that he was going to get when Akshata walked into the office. Rajeev waited for her to go into her cabin and after five minutes called her up, asking to meet her. She asked him to come in after 10 minutes. When he went in, she looked at him blankly and asked, "Yes?" Not sure whether she had recognized him, Rajeev introduced himself. She said, "Ok, but why do you want to meet me?". Rajeev started to tell her about the problems they were having with the software. But before he could even finish, she told him that she was busy with other things and that she would send an email with the solution to all the members of the team by the end of the day and that they could then implement it immediately. Rajeev was somewhat taken aback. However, even the optimist, he thought that she had perhaps already discussed the matter with the team.

Rajeev came out of Akshata's cabin and went straight to where his team members sat. He thought that it would still be nice to bounce ideas off them and also to see what solutions others might come up with. He told them of all the solutions he had in mind. He waited for the others to come up with their suggestions but not one of them spoke up. He was surprised and asked them point-blank why they were so disinterested?

Sarvesh one of the team members, said, "What is the point in our discussing these things? Akshata does not have time to listen to us or discuss anything. She will just give us the solution she thinks is the best and we will just do what she tells us to do, why waste everyone's time?". Rajeev felt his heart sink. Was this the way things worked over here? However, he refused to lose heart and thought that may be he could change things a little. But as the days went by, Rajeev realized that Akshata was the complete opposite of his old boss. While she was efficient at what she did and extremely intelligent, she had neither the time nor the inclination to groom her subordinates. Her solutions to problems were always correct, but she was not willing to discuss or debate the merits of any other ideas that her team might have. She did not hold the team down to their deadlines nor did she ever interfere. In fact, she rarely said anything to any of her team members. If work did not get finished on time, she would just blame her team and totally disassociate herself from them. Time and again, Rajeev found himself thinking of Sunil, his old boss, and how he had been such a positive influence. Akshata, on the other hand, even without actively doing anything, had managed to significantly lower his motivation levels. Rajeev gradually began to lose interest in his work – it had become too mechanical for his taste. He didn't really need to think; his boss had all the answers.

He was learning nothing new and he felt his career was going nowhere. As he became more and more discouraged, his performance suffered. From being someone with immense promise and potential, Rajeev was now in danger of becoming just another mediocre techie.

Questions : (4 x 5 = 20 Marks)

- (a) What according to you, were reasons for Rajeev's disillusionment ? Answer the question using Maslow's Need Hierarchy Theory or Expectancy Theory of Motivation.
- (b) How would you evaluate Akshata's behaviour in terms of need for power, need for achievement and theory X/Y ?
- (c) What can a team leader do to ensure high levels of motivation among his / her team members ?
- (d) What Rajeev should do to resolve this situation ? Suggest a suitable title to the above case study.

-X-X-X-X-