



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Supply Chain Management & Logistics
Post Graduate Diploma in Materials Management - 2 years
PAPER No. 5
ORGANISATION BEHAVIOUR

Dec 2019

Date : 26.12.2019
Time : 2.00 p.m. to 5.00 p.m.

Max. Marks : 100
Duration : 3 Hrs.

Instructions:

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

Total: 20 Marks
Total: 60 Marks
Total: 20 Marks

PART – A

(20 Marks)

(Attempt all questions. Each sub question carries 1 mark.)

Q1. State True or False:

[5 Marks]

- a) Motivation is never ending process.
- b) The Psychologist Fedrick Herzberg proposed the two factor theory of motivation.
- c) Scientific Management Movement (SMM) involves the application of a scientific approach to decision making in terms of collection of data and analysis.
- d) Anthropology is the study of different behaviour of a Group.
- e) Sociology: the study of anti-social systems which includes individuals in different roles.

Q 2. Fill In the blanks:

[5 Marks]

- a) The word Machiavellianism come from the term ' _____ ' which is taken from the name of Niccolo Machiavelli, who wrote about 'gain and use power.'
- b) F.W. Defined _____.
- c) Louise James refers to the _____.
- d) Emotional intelligence is largest single predictor of success in the _____.
- e) Scientific Management Movement (SMM) involves the application of a _____ approach to decision making in terms of collection of data and analysis.

Q 3. Match Colum A Colum B : -

[5 Marks]

Colum A		Colum B	
1	Personality	A	Stephen P. Robbins
2	Equity Theory	B	J. Stacy
3	Organisational Structure	C	Albert K.Wickesberg
4	Organisational Development	D	Warren G. Bennis
5	Emotional Intelligence	E	Goleman

Q 4. Chose the appropriate answer, from the following given abbreviation any (five) : - [5 Marks]

- a. GAS b. Naff c. N Pow d. N Ach e. MOOC f. OD

PART-B

(60 Marks)

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

- Q. 5.** Define Negotiaton. What are the steps involved in the Negotiation process ? Explain..
- Q. 6.** Define Personality. Write the factors affecting Personality in detail.
- Q.7.** Define Motivation. Discuss its characteristics, process and drivers ?
- Q. 8.** Define and explain with diagram Maslow's hierarchy of needs?
- Q. 9.**Write the difference between Leader V/S Managers ?

Q. 10. Write Short Notes (Any Four)- (4X5=20 Marks)

- a) Formal Group and Informal Group
- b) Group V/S Team
- c) Job Satisfaction
- d) Need of Organisational behaviour
- e) Emotional intelligence
- f) Stress Management
- g) Collective Bargaining

PART- C
(Compulsory)

20 marks

Q 11. Read the case study carefully and answer the questions given at the end.

Kaira was the Associate Director of an agency which was a non-profit organisation and that provided assistance to families as well as children. Kaira was the head of the department that focussed on assessing the programmes for skill-building that the agency provided to the different families. She reported directly to the senior management at the agency. Due to the increase in the competition for federal grant funding, the agency has suddenly become very cautious. They were also suffering from high staff turnover with two directors leaving and three important research members of the staff as well along with one person from the finance department.

Kaira had asked for a schedule with less travelling since she supervises two managers who have their responsibility of five members each from the staff. Both the managers are new and have been just appointed in the last six months.

1st Manager: Terry is from the research background and she takes care of the research staff from another department that delivers behavioural health services to youth. Terry is very organised, but she at times takes a very clear cut decision that is being black and white on certain issues. The senior staff members value Terry's new research on the services from the therapeutic division. This has motivated Terry and she expects the same kind of motivation from her staff members.

2nd Manager: Sammy came with a strong background in social science research and evaluation. She takes care of the people who work on various projects in the agency. She is able to solve problems and supports her staff every time. She is experienced in evaluation family services and is very organised. Sammy has the capability of handling a lot of things and at times, she takes on more than she is able to handle.

Due to very high turnover, the managers feel that the staff have a lot of work to do and are overworked because of it and everyone has taken up extra responsibilities. The staff is unhappy since they are not happy with the leadership of Kaira since she has a negative attitude to things and likes to see things and converse with them from the perspective of 'glass half empty' which leaves them very unhappy. Apart from that, Kaira has not discussed the budgets with them which makes it difficult for them to assign tasks to the staff in an appropriate manner. Kaira has told them that she has not received enough information from the finance department for completing the budgets. The finance department has said that it has sent her every information that was available with it.

This has made the people working there and managers very upset and frustrated. This is because they are unable to solve the problems of their staff without important information in terms of the departmental budgets.

Questions: (4x5= 20 Marks)

- a. How can Kaira most effectively use both management and leadership skill in her role as an associate director?
- b. What combination of the two do you think would work best in this setting?
- c. Which leadership style do you think a leader would need to be effective in this situation?
- d. How do you build trust in this case study?
