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

PAPER No. 5 (enrollment code –CPM, CPS)

Dec 2022

ORGANISATION BEHAVIOUR

Date   :16.12.2022   Max. Marks : 70
Time   : 2.00 p.m. to 5.00 p.m.   Duration   : 3 Hrs.

Instructions:
1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark.   **Total : 20 Marks**
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks.   **Total :30 Marks**
3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions
                                                                                          Total: 20 Marks

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Part – A   20 Marks
(Attempt all questions. Each sub question carries 1 mark.)

Q1.Please state whether the following statements are "True" or "False".
   Please do not re-write the statements while answering in answer books. [5 Marks]
   a) Self Esteem and Self Monitoring are attributes of Organizational Behaviour.
   b)   The motives of individuals do not play an important role in the fulfilment of organizational goals.
   c)   A value is a belief that something is good but undesirable
   d)   GAS is a process which specifies common responses to the body in response to the level of stress.
   e)   Perception plays an important role in understanding the human behaviour.

Q2. Fill in the blanks with appropriate words as given in the brackets after the statement.
   Please do not re-write the statements while answering in answer books. [5 Marks]

   i) According to _____ _____ ability is the quality of being able to do something,

      especially the physical, mental, financial or legal power to accomplish something.

      (Stephen P. Robbins, Keith Davis, Nicholas Machiavelli)

   ii) _____ is a process of acquiring knowledge which affects our behaviour due to our

      experience of being taught. (Learning, Attitude, Ability)

   iii) The traits or features associated with the perceiver, target and _____ influence

       the perception of an individual (Personality, Situation, Stimuli)

   iv) Organization use leaders to _____ a group of individuals to achieve a common goal

      (Plan, Motivate, Influence)

   v) A collection of individuals sharing mutual view points and objectives is defined as a/an

      _____. (Group, Unity, Committee)

Q3. Match the following. Please do not re-write the statements while answering in answer
   books.   [5 Marks]

S. No	Column 'A'	S. No	Column 'B'
(i)	Organizational Culture	(a)	F W Taylor
(ii)	Psychoanalytic Theory	(b)	J. Stacy Adams
(iii)	Scientific Method of Management	(c)	Edgar Henry Schein
(iv)	Hawthorne Studies	(d)	Elton Mayo
(v)	Equity Theory	(e)	Id, Ego and Super Ego

Q4. Write Full Forms of the following. (1 mark each). **[5 Marks]**

    (1) BSS   (2) LPCS (3) OD   (4) CRT   (5) CHRO

PART-B   (Total 30 Marks)

Write any three (3) of the following questions 10 marks each

Q5. (a) What are elements of Perception ? Explain in brief   **[5 marks]**

   (b) Explain the McGregor's Theory X and Theory Y of Motivation **[5 marks]**

Q6. (a) Herzberg's Two Factor Theory of Motivation **[5 marks]**

   (b) Explain Fiedler's Contingency Theory **[5 marks]**

Q7. Write short notes – <u>Any two</u> : [2 x5 =10 marks]
   (i) Behavioural Symptoms of Stress   **(ii)** Allport's Trait Theory
   (iii)Freud's Psychoanalytic Theory   **(iv)** Process of Motivation Techniques of Group Decision Making

Q8. Explain in detail - Leaders Vs Managers   **[10 marks]**

 Q 9. (a) Write brief information on Different types of Leaders **[5 marks]**
     (b) Explain Different types of Teams **[5 marks]**

PART- C

Q10. CASE STUDY.   Compulsory Question   **[Total : 20 Marks]**

Google is a technology giant corporation that specialises in internet enabled-enabled products and services across the globe. Google is continuously rated as the best employer for the past ten years amongst all its competitors. The top management of the company is of the view that this has become possible because of   the ability of company's culture to attract and hold top talented individuals. Google designs and motivates strong work teams in order to be successful and optimise its talent.   Many experts believe that the immense success of Google can be attributed to the risk-taking capabilities of its works without any fear or insecurity.

Firstly, Google's culture is such that it supports work teams. In fact, highly qualified and best-calibre employees are hired through tough recruitment processes to ensure that they fit in the company's supporting culture.

Secondly, Google has outperformed because employees are encouraged to take risks without feeling embarrassed. The company assumes that for employees to best contribute their talents, a psychologically safe work environment is needed to assure learning, innovation and growth through risk-taking. The organization's culture motivates workers to ask questions and share information with one another. This is made possible by letting everyone share their views on the decisions being taken in the teams to contribute their part to group performance.

Thirdly, Google ensures that there are high-quality trainings for individuals and teams. Its network has more than 6,000 trainers who work on mentoring, coaching and teaching professional skills to learners. In fact, the company allows its workers to develop their own ideas by spending 20% of their working hours in training and development.

Fourthly, there is a clear-cut clarity in roles, execution plans and goals of all team members. The teams are structured according to individual strengths which helps in measurement of each individual's contribution to the attainment of common group goal.

Lastly, Google believes in maintaining transparency with its workers. They are given access to all necessary details and company's presentations to make them exposed to what is going on in the company. Transparency gives employees confidence to make better business decisions.

       Questions *:* **(5 Marks for each)**

   1.   What is motivation ? Explain some of the characteristics of motivation.

   2.   Briefly describe the stages in motivation process.

   3.   What techniques are employed by Google to keep its employees motivated ?

   4.   Can you think of any other motivational tools which can be employed by organisations to motivate employees ?

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