



# INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Supply Chain Management & Logistics

Post Graduate Diploma in Materials Management - 2 years  
PAPER No. 5

July 2019

## ORGANISATION BEHAVIOUR

Date: 24.07.2019  
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 out of 5 questions. Each 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

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### PART – A

20 Marks

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

#### Q.1. Select appropriate answer

[5 marks]

1. Which of these refers to the behaviour and action of a person to thing or situation  
(a) Learning (b) Attitude (c) Emotional Intelligence (d) Value
2. Which part of the personality deals with the reality of a situation  
(a) Super ego (b) Ego (c) Id (d) Attention
3. The person who observes things and situations surrounding in the environment  
(a) Perceived (b) Perceiver (c) Target (d) Stimuli
4. Hierarchy of Needs theory was propounded by  
(a) Maslow (b) Herzberg (c) McGregor's (d) McClelland
5. Which of the powers is practiced when a manager has to influence employees by punishment  
(a) Legitimate power (b) Coercive power (c) Expert power (d) Referent power

#### Q. 2 Fill in the blanks

[5 marks]

1. \_\_\_\_\_ type of power is inherent in the position of an individual within an organization
2. \_\_\_\_\_ is the conflict that leads to a decline in communication within the group
3. Organizations have the job of controlling and helping people \_\_\_\_\_ to the change
4. \_\_\_\_\_ explains the relationship between performance and rewards
5. Leaders \_\_\_\_\_ a group of individuals to achieve a common organizational goal

**Q. 3 Mention True or False [5 marks]**

1. Group dynamics assists managers to effectively manage the group and encourage functioning
2. Leadership has no impact on the working of the employees in an organization
3. In the autocratic style of leadership, the leaders like to involve their teams in their decisions
4. Conflict stimulation technique is used to constructive conflicts that are beneficial to organization
5. Organizational culture is a one day process

**Q.4. Match the following [5 marks]**

| Column A |                       | Column B |                        |
|----------|-----------------------|----------|------------------------|
| Sr.No.   |                       | Sr. No.  |                        |
| 1        | Need hierarchy theory | A        | Organizational culture |
| 2        | Trait theory          | B        | Conflict resolution    |
| 3        | Clan                  | C        | Johari window          |
| 4        | Compromise            | D        | Abraham Maslow         |
| 5        | Understanding of self | E        | Leadership             |

**PART-B**

**(60 Marks)**

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

**Q.5(a) Write in brief on the disciplines contributing to the study of organizational behaviour [10 Marks]**

**(b) Explain how the managerial skills impact organizational behaviour [10 Marks]**

**Q.6(a) What are the factors affecting personality. Explain briefly [10 Marks]**

**(b) What are the elements of perception. Explain briefly each of them [10 Marks]**

**Q.7(a) What are the drivers of motivation. Explain briefly each of them [10 Marks]**

**(b) Explain Maslow's Hierarchy of needs [10 Marks]**

**Q. 8 What is the role played by a leader. What are the different types of leadership styles [20 Marks]**

**Q. 9(a) what are teams and explain the different types of teams [10 Marks]**

**(b) what are the obstacles faced while implementing change in an organization [10 Marks]**

**PART- C**  
**(Compulsory)**

**20 marks**

**Q 10. Read the case study carefully and answer the questions given at the end.**

Mr. Anand is the head of an organization engaged in the manufacturing of components for various customers. He has developed the organization from scratch with his hard work. As the organization grew in size there was a necessity to recruit more persons at all levels in the organization. The organization, that was working with a mix of formal and informal methods found it difficult to continue without changes.

In order to smoothen the processes Mr. Anand introduced a series of SOPs. It was evident that this was not received well. There were always excuses for not having followed the new procedures.

The new entrants were very enthusiastic when they entered the organization. The initial enthusiasm quickly became routine work. The burden of decision making and new ideas fell only on Mr. Anand. The increased work and the additional burden of managing the people was making it very difficult for him.

Responsibilities provided to manage each of the functions went well in the beginning but very soon problems cropped up especially in case of problems in the execution of customer orders with one blaming the other. Further burden came on Mr. Anand to resolve these disputes and bring some sort of working arrangement within the organization

If you were the consultant for this organization suggest methods to **[5 marks for each question]**

1. How to implement the change of procedure in the organization
2. What are the methods you suggest to make the organization vibrant once again?
3. How should the conflict within the organization be sorted out amicably?
4. What other suggestions do you have for the overall improvement of the organization?

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