



Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2019 -21)
END TERM EXAMINATION (TERM - I)**

Subject Name: **Organizational Behavior**
Sub. Code: **PG 01**

Time: **02.00 hrs**
Max Marks: **50**

Note:

- 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
- 2. All questions are compulsory in Section A, B & C. Section A carries 5 questions of 2 marks each, Section B carries 2 questions of 10 marks each and Section C carries 2 Case Studies of 10 marks each**

SECTION - A

02×05 = 10 Marks

- Q. 1 (A): Explain Scientific School of Management and its contribution in the field of management.
- Q. 1 (B): “Organization behavior is a subset of management activities.” Justify this statement explaining the nature and significance of organization behavior in predicting human behavior in organizations.
- Q. 1 (C): Describe the various personal factors that affect individual behavior, and what effect do they have on turnover and productivity?
- Q. 1 (D): What are values and why are they important?
- Q. 1 (E): Explain the ‘Tri component model’ of Attitude

SECTION - B

10×02 = 20 Marks

- Q. 2: Do you agree with the statement that learning is involved in almost everything that everyone does? Explain. What is the difference between classical and operant conditioning? How operant conditioning is used for motivating employee?
- Q. 3: Critically analyze the statement that “the various psychological processes can be thought of as pieces of a jigsaw puzzle and personality as the completed puzzle picture”. Also explain, negative and positive affectivity with examples.

SECTION - C

10×02 = 20 Marks

Q. 4: Case Study:

You are in charge of a small department and have three subordinates - Tom, Nick and Harry. The key to the success of your department is to keep these employees as motivated as possible. Here is a brief summary profile of these subordinates. Tom is the type of employee who is hard to figure out. His absenteeism record is much higher than average. He greatly enjoys his family and thinks they should be central to his life. The best way to describe Tom is to say that he is a kind of a character who believes deeply in the family values. As a result, the things that the company can offer him really inspire him very little. He feels that the job is simply a means of financing his family's basic needs and little else. Overall, Tom does an adequate job and is very conscientious, but all attempts to get him to do more have failed. He has charm and is friendly, but he is just not loyal and enthusiastic for the company. He is pretty much allowed to do his own thing as long as he meets the minimal standards of performance.

Nick is in many respects opposite from Tom. Like Tom, he is a likeable guy, but unlike Tom, Nick responds well to the company's rules and compensation schemes and has a high degree of personal

loyalty to the company. The problem with Nick is that he will not do very much independently. He does well with what is assigned to him, but he is not very creative or even dependable when he is on his own. He also is a relatively shy person who is not very assertive when dealing with people outside the department. This hurts his performance to some degree because he cannot immediately sell himself.

Harry, on the other hand is very assertive person. He will work for money and would readily change jobs for more money. He really works hard for the company but expect the company also to work for him. In his present job, he feel no qualms about working 60 hours a week, if money is there. Even though he has a family and supporting his elderly father, he once quit a job cold when his employer didn't give him a raise on the premise that he was already making too much. A manager at his last place of employment indicated that, although Harry did an excellent job for the company, his personality was so intense that they were glad to get rid of him. Harry seemed to be pushing all the time, if it wasn't for money , it was for better fringe benefits; he never seemed satisfied.

Q4(a). Explain the motivation issues in the case? (5)

Q4(b). How equity theory apply to the analysis of the motivations of Tom, Nick and Harry ? (5)

Q. 5: Case Study

Sameer Mehta works for Alpha Pharma Ltd. Alpha Pharma is a 40 year old traditional company which manufactures pharmaceutical products ranging from antibiotics to cough syrups. Sameer is a Medical representative and has to make on an average 10 calls per day to promote the company's products to doctors. He has been working with the company for past 4 years. He is smart employee who has marketed the company's products well. However Sameer hates if someone were to point his flaws. He has often argued out his performance appraisal with his boss Sudhakar Raut, if it has been critical. Sudhakar finds Sameer to be a difficult person who always expects praise and avoids criticism. Whereas Sameer believes that he has been loyal to the company in the face of offers from the competitors, as well as, he has really worked hard for the company. He strongly believes that Sudhakar should be more encouraging in his approach by praising good work done rather than criticizing him. Sudhakar on the other hand believes in honestly telling the subordinate where he has gone wrong to help him correct himself in the future. He also believes that too much of praise may make an employee self-complacent. Recently Sudhakar was taking stock of Sameer's work for the month and he realized that on an average Sameer has been making approximately 8-9 calls per day instead of making the standard 10 calls per day. From the records, he found that only on 6 occasions Sameer had met the standard of 10 calls per day. So he decided to talk it out to Sameer.

When Sameer met Sudhakar, he was full of apprehension. He expected criticism and hence had prepared his response well in advance. When Sudhakar asked him about the number of calls made during the month, Sameer immediately said that the new product that he was promoting was a product which faced stiff competition in the market. Obviously because of this he had to spend more time in convincing the medical practitioners. Sudhakar seemed to be in doubt about this. Sameer further added that he had tried to cover doctors spread over a reasonably large geographical area, which made commuting cumbersome. Sudhakar was convinced that Sameer was not prepared to accept any suggestion for improvement and was instead very defensive. Sudhakar closed the meeting by clearly sounding Sameer on the lapse that had been committed during the month and also advised him to be careful in the future. Sameer however thought that Sudhakar was as usual being critical about him and was simply indulging in not picking.

5(a).If you were in place of Sameer and if you were asked to explain your position what would you do? (5)

5(b) .What advises will you give to Sudhakar to help him change Sameer's perception? (5)