



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

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

POST GRADUATE DIPLOMA IN MANAGEMENT (2020-22) END TERM EXAMINATION (TERM -I)

Subject Name Organizational Behaviour-I

Time: **02.30 hrs**

Sub. Code PG01

Max Marks: **60**

Note:

All questions are compulsory. Section A carries 10 marks: 5 questions of 2 marks each, Section B carries 30 marks having 3 questions (with internal choice question in each) of 10 marks each and Section C carries 20 marks one Case Study having 2 questions of 10 marks each.

SECTION - A

Attempt all questions. All questions are compulsory. (CO1) **2×5 = 10 Marks**

Q. 1 (A): Discuss critically the role of management as an integrating activity.

Q. 1 (B): Evaluate the application of the systems approach to the analysis of work organizations.

Suggest an example of a work situation in which the systems approach might be appropriate

Q. 1 (C): Discuss how job involvement and job satisfaction can impact employee productivity, absenteeism and turnover with relevant examples.

Q. 1 (D): What is stereotyping? Give an example of how stereotyping can create perceptual distortion.

Q. 1 (E): Explain with example how might differences in generational values affect the workplace?

SECTION - B

10 x 3 = 30 Marks

All questions are compulsory (Each question has an internal choice. Attempt any one (either A or B) from the internal choice)

Q. 2: (A) How does perception affect behavior? In our everyday life, we come across many people and events and try to interpret them. In this whole process, while judging others and establishing interpersonal relationship, we use various shortcuts/errors/distortions. Discuss with appropriate examples (CO2)

Or

(B) Discuss those factors that affect selection and attention in the process of perception. Give your own examples of the importance of cultural differences and the use of language. (CO2)

Q. 3: (A) Explain the concept of 'Cognitive Dissonance'. Suppose you have an employee whose lack of commitment is affecting others in the work group. How would you go about persuading the person to change his attitude? (CO3)

Or

(B) Does behavior always follow from values and attitudes? Why or why not? Discuss the factors that affect whether behavior follows from values and attitudes.

Q. 4: (A) What are the four major dimensions of the Myers-Briggs Type Indicator (MBTI) that yield the 16 types? How can MBTI be used effectively in an organization? (CO 4)

Or

(B) "Learning does not take place in vacuum; rather it requires some ground for infusing the same." In the light of the statement, discuss any two theories of learning.(CO4)

SECTION - C

Q. 5: Case Study: (CO5)

Analyze the case and answer the following questions

5+10+5 = 20 Marks

Deloitte: Focused on People, with Appreciation

When Ian Steele became head of Deloitte's Glasgow office, he set out to discover what people liked and did not like about working there. He realized that people remember how you make them feel, so he decided to focus on people and emphasize training and development. The results have been very positive, as 80% of employees say that their position in Deloitte is good for personal growth, and 82% say their experience is good for their future. 73% find their work stimulating and 72% report that they are excited about the company's future. 73% find their work stimulating and 72% are excited about Deloitte's future.

Ian Steele is a reflection of the excellent leadership at Deloitte UK, which has earned an 80% approval rating from employees. Their confidence in senior management is also reflected in a survey that showed 69% of employees were not just motivated, but inspired, by Deloitte UK's senior partner and chief executive John Connolly. When Deloitte's UK operations hit nearly \$4 billion in revenues, everyone received about a \$2,000 bonus, a bottle of champagne at Christmas, and an extra day off. Those were the good times. How about the hard times?

During difficult times, Deloitte needs to look at meeting different kinds of employee needs. At the onset of the global recession in late 2008, Connolly actively provided regular voicemail updates on how the company was dealing with the crisis, another sign of excellent leadership. A recession is an opportune time for a company to explore creative ways to manage and lead people. Deloitte experimented with reduced hours, unpaid furloughs, and lateral career moves. Crises are times in which to seek out new opportunities while being attentive to the dangers and pitfalls that are most often the focus. Going up the career ladder in hard times may be difficult, even impossible, but does this mean work becomes a dead end?

People's needs change as their circumstances and life demands change. Therefore, Deloitte implemented a Mass Career Customization (MCC) program as a way to motivate talented women and men to remain in the workforce. Rather than being stuck with the pressure of a career ladder, Deloitte employees may move up, down, or across what is a career lattice, depending on their life goals. The MCC concept worked wonders for Deloitte tax accountant Chris Keehn, who was frustrated by the very long hours that cut into time with his four-year-old daughter. With support of his senior manager and two of Deloitte's partners, Keehn shifted gears and began telecommuting four days each week. Career customization is especially good in meeting the needs of millennials who want more work-life balance, young parents like Keehn who want more time with children, and boomers who are easing into retirement.

The key to the success of MCC arrangements is a win-win outcome of positive social exchanges. At the center of the concept is the employee's life goal(s). What do you want most? The answer to that question is the key to Deloitte's MCC program, as each employee's lattice is nailed together by twice-a-year evaluations that consider career targets and larger life goals. Answering that question is a key to the Deloitte program, and shows how the firm focuses on and appreciates its people.

Discussion Questions:

1. As an employee, what type of motivational method would you prefer – financial incentives, job flexibility, training and development, or something else? Why? (CO3)
2. How could Deloitte use the idea of eustress to motivate employees? (CO3)

Mapping of Questions with Course Outcome

Question Number	COs	Marks Allocated
Q. 1:	CO1	10 marks
Q. 2:	CO2	10 marks
Q. 3:	CO3	10 marks
Q. 4:	CO4	10 marks
Q. 5:	CO5	20 marks

Note: Font: Times New Roman, Font size: 12.