



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 -II)

Subject Name: Organizational Behavior-II

Time: **02.30 hrs**

Sub. Code: PG09

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.

2×5 = 10 Marks

Q. 1 (A): How, if at all, do teams as used in today's organizations differ from traditional work groups?

Q. 1 (B): Informal groups exist in almost every form of social organization. What types of informal groups exist in your classroom? Why are students motivated to belong to these informal groups? State specific reasons.

Q. 1 (C): You have been hired as an intern in an organization and have been assigned a project with five other interns, none of whom you have met before. What actions would you recommend building team cohesion among interns in this situation?

Q. 1 (D): Power is a natural process in any group or organization. What are the key contingency variables that determine the magnitude of power possessed by a group or an organization?

Q. 1 (E): You a sales representative for an international software company. After 4 excellent years, sales in your territory has reduced to 30 percent this year. Describe any three defensive/political tactics you might use to reduce the potential negative consequences of this decline in the sales.

(CO1.)

SECTION - B

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

10 x 3 = 30 Marks

Q. 2 (A). You and 5 other students commute in a cab every day to the institute. The driver has recently taken to playing a new radio station quite loudly. You do not like the music, or the loudness. Which type of conflict/s you may experience in this situation? Explain how you will go about resolving this conflict by using various conflict handling strategies. **(CO4)**

OR

Q. 2 (B). 'Conflict is inevitable part of every unit and department in an organization.' What are the various sources of conflicts in organizations? Explain with citing example of each source of conflict. **(CO4)**

Q. 3 (A). Discuss the role and effects of span of control, centralization and formalization and relate these elements to organic and mechanistic organization structures? **(CO2)**

OR

Q. 3 (B). “The global COVID-19 pandemic has challenged companies to manage their enterprises in newfound ways. In the short term, they’re facing enormous scope changes to their business plans; in the long term, they must adapt and continue to make progress on their original goals”. Use Lewin’s force field analysis model to describe the dynamics of organizational changes due to COVID-19 pandemic? (CO2)

Q.4 (A). Deepshikha is now president of Maxlife Insurance, Mumbai. She started as customer service representative with the company, then leapfrogged over colleagues in a series of promotions. Her fast raise created problems. Colleagues “would say, ‘Oh, here comes the big cheese now’. God only knows what they talked about behind my back”.

A lot of new managers make blunder in selecting the right leadership style when they move into top management. Why do you think this happens? Which leadership theories, if any could help Deepshika in dealing with this transition and become effective leader? Explain. (CO3)

OR

Q.4 (B). Your employees are skilled and experienced customer service representatives who perform nonroutine tasks, such as solving unique customer problems or meeting special needs with the company’s equipment. Use path -goal theory to identify the most appropriate leadership style(s) you should use in this situation. Be sure to fully explain your answer and discuss why other styles are inappropriate. (CO3)

SECTION - C

Read the case and answer the questions

10×02 = 20 Marks

Q. 5: Case Study:

Surviving Plant World’s Hard Times

In ten years, Plant World had grown from a one-person venture into the largest nursery and landscaping business in its area. Its founder, Myta Ong, combined a lifelong interest in plants with a botany degree to provide a unique customer service. Ong had managed the company’s growth so that even with twenty full-time employees working in six to eight crews, the organization culture was still as open, friendly, and personal as it had been when her only "employees" were friends who would volunteer to help her move a heavy tree.

To maintain that atmosphere, Ong involved herself increasingly with people and less with plants as the company grew. With hundreds of customers and scores of jobs at any one time, she could no longer say without hesitation whether she had a dozen arborvitae bushes in stock or when Mrs. Carnack’s estate would need a new load of bark mulch. But she knew when Rose had been up all night with her baby, when Gary was likely to be late because he had driven to see his sick father over the weekend, and how to deal with Ellen when she was depressed because of her boyfriend’s behavior. She kept track of the birthdays of every employee and even those of their children. She was up every morning by five-thirty arranging schedules so that John could get his son out of daycare at four o’clock and Martina could be back in town for her afternoon high school equivalency classes.

Paying all this attention to employees may have led Ong to make a single bad business decision that almost destroyed the company. She provided extensive landscaping to a new mall on credit, and when the mall never opened and its owners went bankrupt, Plant World found itself in deep trouble.

The company had virtually no cash and had to pay off the bills for the mall plants, most of which were not even salvageable.

One Friday, Ong called a meeting with her employees and leveled with them: either they would not get paid for a month or Plant World would fold. The news hit the employees hard. Many counted on the Friday paycheck to buy groceries for the week. The local unemployment rate was low, however, and they knew they could find other jobs.

But as they looked around, they wondered whether they could ever find this kind of job. Sure, the pay was not the greatest, but the tears in the eyes of some workers were not over pay or personal hardship; they were for Ong, her dream, and her difficulties. They never thought of her as the boss or called her anything but "Myta." And leaving the group would not be just a matter of saying good-bye to fellow employees. If Bernice left, the company softball team would lose its best pitcher, and the Sunday game was the height of everyone's week. Where else would they find people who spent much of the weekend working on the best puns with which to assail one another on Monday morning? At how many offices would everyone show up twenty minutes before starting time just to catch up with friends on other crews? What other boss would really understand when you simply said, "I don't have a doctor's appointment, I just need the afternoon off"?

Ong gave her employees the weekend to think over their decision: whether to take their pay and look for another job or to dig into their savings and go on working. Knowing it would be hard for them to quit, she told them they did not have to face her on Monday; if they did not show up, she would send them their checks. But when she arrived at seven-forty Monday morning, she found the entire group already there, ready to work even harder to pull the company through. They were even trying to top one another with puns about being "mall-contents."

Question

Q5(A): How would you describe the organization culture at Plant World? Explain the elements of organization culture of Plant world with the help of iceberg model of organizational culture? **(CO5)**

Q5(B): How do you think that Hofstede's National culture dimensions are related to organizational culture? Can you link some Hofstede's cultural dimensions with the dimensions of organizational culture at Plant world? **(CO5)**

Mapping of Questions with Course Learning Outcome

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