



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

POST GRADUATE DIPLOMA IN MANAGEMENT (201-)  
**END TERM EXAMINATION (TERM - )**

Subject Name: Organizational Behaviour-II

Time: **02.00 hrs**

Sub. Code: PG09

Max Marks: **45**

**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 carry 2 Case Studies of 10 marks each, Section B carries 2 questions of 7.5 marks each and Section C carries 5 questions 2 marks each.**

**SECTION - A**

**10×02 = 20 Marks**

**Q. 1: Case Study:**

Social loafing is one potential downside of working in groups. Regardless of the type of task-from games of Tug of War to working on group projects-research suggests that when working in a group, most individuals contribute less than if they were working on their own. Sometimes, these people are labeled shirkers, because they don't fulfill their responsibilities as group members. Other times, social loafing is overlooked, and the industrious employees do the work alone to meet the group's performance goals. Either way, social loafing is an ethical dilemma. Whether in class projects or in jobs we've held, most of us have experienced social loafing, or shirking, in groups. And there may have even been times when we were guilty of social loafing ourselves. We discussed earlier in this chapter some ways of discouraging social loafing, such as limiting group size, holding individuals responsible for their contributions, setting group goals, and providing "hybrid" incentives that reward both individual and group performance. Although these strategies might help to reduce the occurrence of social loafing, in many cases, it seems that people just try to work around shirkers rather than motivate them to perform at higher levels. Managers and employees must decide the ethics of social loafing acceptance. Managers must determine what level of social loafing for and for individual employees will be tolerated terms of time wasted in nonproductive meeting performance expectations, and counter-productive work behaviors. Employees must decide what limit to social loafing they will impose on themselves based on what tolerance they have for social loafers in the work groups.

**Questions:**

- Do group members have an ethical responsibility to report shirkers to leadership? If you were working on a group project for a class and a group member was social loafing, would you communicate this information to the instructor? Why or why not? Do you think social loafing is always shirking (failing to live up to your responsibilities) Are there times when shirking is ethical or even justified?
- Social loafing has been found to be higher in Western, more individualist, Nations than in other countries. Do you think this means we should tolerate shirking on the part of U.S. students and workers to a greater degree than if it occurred with someone from Asia?

**Q.2: Case Study:**

The president and founder of a small tool and die casting firm tells you, "Nobody around here has any respect for me. The only reason they listen to me is because this is my company." Company employees report that he is a highly controlling individual who does not let anyone do anything for themselves.

- What behaviors should the president attempt to emulate to improve his leadership style? How might he go about doing so?

- b. Under what conditions would you expect the president's leadership style to be most effective? Do you think that these conditions might exist in this company? If not, how might they be created?

**SECTION – B**

**7.5×02 = 15 Marks**

Q. 3: Apply Kotter's 8-Step Model for bringing change by taking an example of your choice.

Q. 4: Suppose that you are a top executive of a large organization about to undertake an ambitious restructuring plan that involves massive changes in job responsibilities for most employees. Explain why people might be resistant to such changes and what steps could be taken to overcome this resistance.

**SECTION – C**

**02×05 = 10 Marks**

Q.5 (A): What happens when an organization culture is transported to another country?

Q. 5 (B): Give examples of following impression management techniques: i).Self-promotion, ii). Excuses.

Q. 5 (C): Think about the leaders of teams in which you have worked and how they compare to the leaders of other groups that do not operate as teams. In what ways do these leaders behave similarly or differently?

Q. 5 (D): Give real example of each Divisional and Matrix organizational structure.

Q. 5 (E): Discuss the importance of virtual teams in today's business scenario.