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POST GRADUATE DIPLOMA IN MANAGEMENT (2021-23) END TERM EXAMINATION (TERM -I)

Subject Name: **Organizational Behavior**

Time: **02.30 hrs**

Sub. Code: **PG11**

Max Marks: **40**

Note:

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

SECTION – A

1×5 = 5 Marks

Attempt all questions. All questions are compulsory.

Q. 1 (A): Enumerate the points which an outsider might notice to assess an organization's culture?

Q. 1 (B): Explain the relevance of terminal and instrumental values in modern business organization cultures?

Q. 1 (C): Explain matrix organization structure.

Q. 1 (D): Differentiate between organic and mechanistic organization structures

Q. 1 (E): Discuss the role and effects of span of control, centralization and formalization.

(CO5.)

SECTION – B

7 x 3 = 21 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. Personality traits reflect an individual's behavioral tendencies, so they are fairly good at predicting a number of workplace behaviors and outcomes. You have been asked to select job applicants for a nine month over- winter assignment working in an Antarctica research station with a dozen other people.

Assuming that all candidates have equal skills, experience and health, identify the preferred level of each personality dimension by applying Five Factor Personality Model for people working in these remote, confined and isolated conditions. Give reasons for choosing the preferred level.

Or

Q. 2: B. 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. (CO1)

Q. 3: 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.

Or

Q. 3: B. Think about a group to which you belong and with which you identify. Write down how this group was formed, challenges and problems faced while working towards the goal and how you resolved these problems in attaining your goal. (CO 3)

Q. 4: 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

Or

Q. 4: B. Assume that you want to get a job at Interstate Batteries in their Talent Group. Thankfully, Interstate hired Jennifer, from your college, two years ago. (You learned this through LinkedIn.) You attained her info and plan to contact her, with the hopes that she will share her experiences and put you in touch with the hiring manager in the Talent Group.

Using the scenario above, which bases of power are most appropriate to gain Jennifer's compliance and how you would apply the base or bases of power? Also write down which of the influence tactics are most appropriate to influence Jennifer and describe how you would use each one to achieve your desired outcome. (CO 4)

SECTION - C

Read the case and answer the questions

7×02 = 14 Marks

Q. 5: Case Study:

Air Canada, Canada's national airline, has cut costs extensively in recent years while fighting possible bankruptcy. However, the difficulties faced by Air Canada have taken a toll on employee morale to the extent that staff could derail the company's current course of action. Much of the employees anger is directed toward CEO Robert Milton. Employees were particularly upset when Milton negotiated a \$20 million bonus for himself from proposed new investor Victor Li of Li Investments, on the condition that Milton remain in the top leadership position for four years. Meanwhile, Milton asked his employees to take over \$1 billion in cuts to their pay and benefits.

Despite severe financial trouble in the airline industry in recent years, some airlines have been a success. For example, Southwest Airlines of Texas has been listed among the 100 best companies to work for in America. The company uses a no-layoff policy as a positive motivator. Southwest is a profitable airline known for recruiting the best and brightest people it can find, and has a reputation for providing its staff with excellent compensation packages, opportunities for rapid advancement and professional growth, and challenging and interesting assignments. Management uses special interviewing and screening methods to hire people who can have fun on the job and demonstrate outgoing personality traits that create a high-spirited, fun-loving inflight atmosphere for passengers. The hiring process is so selective that only 3 percent of people who apply at Southwest are offered jobs. While Air Canada employees may question Milton's style, the CEO does have supporters. Karl Moore, a leadership and aviation expert, claims that Milton is one of the top airline CEOs in the world. Sunny Gordon of Li Investments believes that leaders should have a stake in their companies to produce expected results.

He also believes Milton deserves a bonus if results are appropriate and Milton is able to repair relationships with employees. Canadian-born Don Carty provides an example of what happens when airline employees feel they have not been treated fairly. Carty joined American Airlines (AA) as CEO in 1998. His employees agreed to almost \$2 billion in concessions in 2003 to try to save the company from bankruptcy before discovering that the year before, Carty and other senior executives were quietly offered big bonuses (\$1.6 million just for Carty) to encourage them to keep their jobs. Outraged employees threatened to back out of their agreements and Carty resigned. For Carty, the mistake was not just in accepting the bonus but in hiding it as well. Carty’s message to Milton: “If you take a bonus while your employees take cuts, your credibility is shot.”

Questions:

Q. 5: (A). Using any theory of motivation, explain how Southwest Airlines motivates its employees

Q. 5: (B). One Air Canada employee stated, “Milton treats us all the same—complete disregard and hatred.” By understanding motivation, how can CEO Robert Milton rebuild morale and improve motivation?

(CO2)

Mapping of Questions with Course Learning Outcome

Question Number	COs	Marks Allocated
Q. 1:	CO5	5 marks
Q. 2:	CO1	7 marks
Q. 3:	CO3	7 marks
Q. 4:	CO4	7 marks
Q. 5:	CO2	14 marks

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