

Roll No



**PRESIDENCY UNIVERSITY
BENGALURU**

SET A

**SCHOOL OF MANAGEMENT
END TERM EXAMINATION - JAN 2024**

Semester : Semester I - 2023

Course Code : MBA2036

Course Name : Organizational Behavior

Program : MBA

Date : 10-JAN-2024

Time : 10:00AM - 1:00 PM

Max Marks : 100

Weightage : 50%

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.
- (iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ALL THE QUESTIONS

10 X 3M = 30M

1. There is a general awareness in organisations that diversity is a positive factor, yet as individuals employees experience numerous personal barriers to accepting diversity. List at least three barriers that prevents us from accepting diversity.
(CO1) [Knowledge]
2. Describe the ABC model of attitude and state the way to measure them.
(CO1) [Knowledge]
3. Attribution theory has implications for perception, motivation and leadership. As per the theory we observe behaviour and then attribute causes to it. Based on this theory name the three factors on the basis of which we examine the behaviour of others and describe it with suitable example.
(CO3) [Knowledge]
4. Describe how a teacher might use reinforcement theory to get students to come to class in time, turn in assignments on time, and take proper notes.
(CO3) [Knowledge]
5. Punishment is an attempt to eliminate or weaken an undesirable behaviour, while Reinforcement is an attempt to strengthen desirable behaviour. Relate a pertinent example to define the following terms :
Positive Punishment , Negative punishment, Positive Reinforcement, Negative Reinforcement
(CO3) [Knowledge]
6. Describe how Alderfer's ERG is reworking of Maslow's theory of Motivation.
(CO4) [Knowledge]
7. In the context of changing organizational structures and the increased technological advancement, leaders in the organization have to exhibit certain leadership qualities. List out the transformational leadership characteristics required in the present context.
(CO4) [Knowledge]

8. The behavioural theories of leadership pointed out that both consideration and initiating structure are not seen as being placed on a continuum. As a result of leaders behaviour they have different styles. Describe the four different leadership styles based on the above statement.
(CO4) [Knowledge]
9. Identify any two characteristics of group in its normative stage with example.
(CO5) [Knowledge]
10. Groups have life cycles similar to people and it passes through different stages of development. Describe the Tuckman model.
(CO5) [Knowledge]

PART B

ANSWER ALL THE QUESTIONS

6 X 7M = 42M

11. A manager not only needs different skills but also plays different roles during the course of a day. Henry Mintzberg has identified ten different managerial roles in 1970 itself. Explain the different roles.
(CO1) [Comprehension]
12. In addition to the Big Five traits there are more specific attributes that are powerful indicators of behaviour in organisations. Discuss other personality traits relevant to OB.
(CO3) [Comprehension]
13. Social Learning takes place through both observation and experience and models are central to social Learning view point. Explain the processes involved in determining the influence of models.
(CO4) [Comprehension]
14. Post-pandemic, managers have changed their leadership style. These changes have helped them keep their business afloat in these challenging times. Discuss.
(CO4) [Comprehension]
15. Two by-products of group decision making have the potential to affect a group's ability to appraise alternatives objectively and arrive at high-quality solutions. Discuss both with relevant examples
(CO5) [Comprehension]
16. As a change management consultant, you are tasked with leading a team through a significant organizational change. However, you encounter strong resistance from a subgroup within the team. Identify the root causes of this resistance and strategies to overcome it, fostering a more positive attitude towards the change.
(CO5) [Comprehension]

PART C

ANSWER ALL THE QUESTIONS

2 X 14M = 28M

17. You are a group of partners who own a chain of 15 dry cleaning stores in a medium sized town. You are meeting today to discuss a recent problem in customer service that has surfaced. When anyone of you are spending the day, or even a portion of the day in a particular store, clerks seem to be providing excellent customer service, spotters are making sure all stains are removed from garments and pressers are doing a good job of ironing the clothes that were difficult to iron like silk blouses. Yet during those same visits customers complain to you about such things as stains not being removed and items being poorly pressed in some of their previous orders; indeed, several customers have brought garments in to be redone. Customers also sometimes comment on having waited too long for service on previous visits. You are meeting today to address this problem.
A. Illustrate the extent to which you believe that you have a motivation problem in your stores.(7)
B. Based on your classroom learning prepare a plan to increase the motivation of clerks, spotters and pressers in your organization.(7)
(CO4) [Application]

18. Tony Stark had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Tony had worked for the previous ten years for the O'Grady Company, but O'Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony's, to cut costs. Fortunately, Tony's experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece. At O'Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases. Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate Culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn't know about something, it was easy to find out. The people had been another plus. Tony and three other managers went to lunch often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work. When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O'Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises. As Tony drove, he reflected that "comparable" probably was the wrong word. Indeed, Reece and O'Grady were about as different as you could get. Top managers at Reece apparently didn't worry too much about who did a good job and who didn't. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games. Maybe this stemmed from the organization itself, Tony pondered. Reece was a bigger organization than O'Grady and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority. Tony also had had some problems fitting in. His peers treated him with polite indifference. He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that very Saturday. It was at that point that Tony had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.

A. Interpret the organizational conflict and its performance in the context of Tony in this case and trace out the problems in your perspective. (7)

B. Illustrate as which kind of Conflict Management is prevailing in this case and suggest remedies to make Tony comfortable. (7)

(CO5) [Application]