



**PRESIDENCY UNIVERSITY, BENGALURU
SCHOOL OF ENGINEERING**

Max Marks: 30

Max Time: 55Mins

Weightage: 15 %

Set A

TEST 2

II Semester 2016-2017

Course: PUE A 212 Organizational Behaviour
(Humanities Elective – I)

25th March 2017

Instructions:

- i. Write legibly
- ii. Part A – Question 1 to 5, State whether **True or False** in your Answer Booklet.
- iii. Part A – Question 6 to 10, Choose the Best Option.

Part A

(10 Q x 1 M= 10 Marks)

1. Drawing a general impression about an individual on the basis of a single characteristic is called stereotype. **True / False**
2. According to equity theory, if you feel you are underpaid you will work harder. **True / False**
3. Many organizations today rely on job rotation to motivate employees. **True / False**
4. Goal is an effective control device. **True / False**
5. Attribution theory suggests that we observe behavior and then attribute causes to it. **True / False**
6. Performance is a function of all of the following except
 - a) Motivation
 - b) Ability
 - c) Environment
 - d) Organizational Behavior
 - e) All of the function mentioned
7. To use Herzberg's dual structure theory
 - a) First eliminate situations that cause dissatisfaction, then focus on elements that increase satisfaction
 - b) First focus on situations that cause satisfaction, then eliminate elements that increase dissatisfaction
 - c) First focus on lower level needs, then satisfy higher level needs
 - d) First satisfy higher level needs, then focus on lower level needs.
8. According to Edwin Locke, _____ goals produce the greatest degree of achievement.
 - a) ambiguous and difficult
 - b) specific and difficult
 - c) specific and easy
 - d) ambiguous and easy
9. The basis of equity theory is
 - a) People in the organization want to be treated equally
 - b) Different factors influence dissatisfaction and satisfaction
 - c) They psychological contract is irrelevant once employment begins
 - d) People in the organization want to be treated fairly.
10. Jennifer believes her manager is incompetent. Even when her manager makes a good decision, Jennifer is likely to screen out that information through a process called
 - a) Selective Perception
 - b) Stereotyping
 - c) Attribution
 - d) Distinctiveness

Part B

(2 Q x 5 M= 10 Marks)

1. Explain, using examples, the factors which influence the perception.
2. Explain the following theories using suitable diagram:
 - a. Maslow's Hierarchy of Needs (2.5 Marks)
 - b. Expectancy Theory (2.5 Marks)

Part C

(1 Q x 10 M= 10 Marks)

Case Study: Differing Perceptions at Clarkston Industries

Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution.

Susan had been distribution manager for Clarkston Industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background.

Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew.

Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later.

The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Jack a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in the area around the office strongbox, which was open during working hours, earlier that same day.

Most people assumed Jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money.

To her dismay, Susan found that rethinking the story did little to solve her problem. Should she fire Jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire Jack, she would lose everyone's trust and that some people might even begin to question her own motives.

1. a) Should she fire Jack or give him another chance? Explain how the events in this case influence Susan's decision.
b) Explain how the three determinants of attribution theory influence her judgement about Jack?
