



**PRESIDENCY UNIVERSITY,  
BENGALURU**

**SCHOOL OF MANAGEMENT**

**SET A**

**MID TERM EXAMINATION**

**Odd Semester:** 2018-19

**Date:** 27 October 2018

**Course Code:** HRM 101

**Time:** 2 Hours

**Course Name:** Organizational Behaviour

**Max Marks:** 40

**Branch & SEM:** MBA & I Sem

**Weightage:** 20%

**Instructions:**

- (i) Write legibly and be as concise as possible.
- (ii) All parts of question paper are compulsory

**Part A**

Answer **all** the Questions. **Each** question carries **three** marks.

(4x3=12)

1. Explain the contributions of different disciplines to OB.
2. Outline the key elements of an organization structure.
3. Illustrate the significance of achieving personality-job fit.
4. Demonstrate the importance of instrumental and terminal values at workplace.

**Part B**

Answer **all** the Questions. **Each** question carries **six** marks.

(2x6=12)

5. Elaborate the challenges and opportunities for Organizational Behaviour. How do managers develop themselves to face the challenges and seize the opportunities for organizational development?
6. Explain how personality attributes influence behaviour in organizations.

**Part C**

Answer the Question. Question carries **sixteen** marks.

(1x16=16)

7. Mr. Raju has been a clerk in a firm for over a decade. He feels that he has been doing his job efficiently. However, the promotion to a supervisory position, which he has been expecting, has never materialized. He feels sad about it, and a little angry with his manager, Mr. Rao who is responsible for promotions.

Raju feels that a deserving promotion has been denied to him and he attributes it to the fact that Rao belongs to a community different from his. He believes that Mr. Rao has not provided the performance feedback in terms of what employees have done and how they did it.

Raju believes that the performance appraisal is biased. This feeling has gone to such an extent that Raju has become somewhat negligent in his work. He keeps a book of

poems which he quietly reads in the office in moments of dullness. He has even begun to write poems-a practice of his college days - and now he does so even in his office occasionally and delights in it. He even thinks of giving up his clerical job and imagines himself sitting on the chair of the sub-editor of a magazine which has published two of his poems under a pseudonym (nick name).

- a. Analyze the feelings and behaviour of Mr. Raju in light of your knowledge of personality and values.
- b. Do you feel that Mr. Rao should have aligned values in performance appraisal? What do you feel about the Mr. Rao's role in this case?



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**Branch & Sem:** MBA I Sem

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**Instructions:**

- (i) *All parts of question paper are compulsory*

**Part A**

Answer **all** the Questions. **Each** question carries **four** marks.

(4x3=12)

1. Differentiate between Efficiency and Effectiveness?
2. What do you mean by a Matrix Structure?
3. What do you mean by Power Distance
4. What do you mean by Machiavellianism?

**Part B**

Answer **all** the Questions. **Each** question carries **eight** marks.

(2x8=16)

5. What are the Opportunities and Challenges of Organizational Behavior? Illustrate with examples
6. What do mean by Values? How do values influence individual behavior in organizations? Give Examples.

**Part C**

Answer the Question. Question carries **twelve** marks.

(1x12=12)

Leadership from an Introvert's Perspective

When people think of a stereotypical leader, they often conjure up with the image of a dynamic public speaker, a forceful and dominant personality and someone who can cultivate relationships with a broad number of people. These are all hall marks of the extroverted personality type, so it's often been the case that extroverts rise to leadership positions more readily than introverts.

However, some question whether the social dominance and ability to command attention shown by extraverts might make them less effective leaders in certain ways. In particular, extroverts may be less likely to take advice from followers. One study investigated how quickly groups of college students could fold shirts in 10 minutes. Each group had a leader who was cued to be either extraverted or introverted. The introverted leaders took more advice from their proactive followers and this led the groups with introverted leaders to be

more effective. Thus, even though there are cases where introverts are less successful as leaders, in some conditions they are more effective. Others note that introverted leaders can be better than extroverts at one on one interactions, empathy and deliberate decision making. Are there business executives who break the extraverted leader mold? One is Google co-founder Larry Page, well known for developing small number of close relationships and being excellent listener. Colgate-Pamolive chief Ian Cook might feel uncomfortable in front of large group of people he doesn't know, but he has learned to partner with more extraverted colleagues for presentation to offset his natural shyness. Wal-Mart stores CEO Mike Duke is famously low-key and reserved, but he has utilized his natural introvert skills of managing details and engineering solutions to maintain the retail giant's dominant market position. These examples show that although extroverts might get all the attention, introverts can still make effective leaders

7. Why do you think understanding personality is essential for organizational success?
8. Under what conditions do you think extroverts make more effective leaders than introverts? What unique abilities of introverts could make them more effective in some situations?
9. What do you mean by Big Five personality Model? How does it help the managers?



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**Odd Semester:** 2018-19

**Date:** 22 November 2018

**Course Code:** HRM101

**Time:** 2 Hours

**Course Name:** Organizational Behaviour

**Max Marks:** 40

**Branch & SEM:** MBA & I Sem

**Weightage:** 20%

**Instructions:**

(i) *Write legibly and be as concise as possible.*

**Part A**

Answer **all** the Questions. **Each** question carries **three** marks.

(4x3=12)

1. What do you mean by an Organizational Structure?
2. What do you mean by a Virtual Organization?
3. Differentiate between Technical Skills and Human Skills?
4. What do you mean by Productivity?

**Part B**

Answer **all** the Questions. **Each** question carries **six** marks.

(2x6=12)

5. With an example, explain in detail each of the components of the (P-O-L-C) management framework
6. Explain any 3 of the 5 contributing disciplines of Organizational Behavior and illustrate 1 (one) example of how each of the 3 disciplines contributed to OB

**Part C**

Answer questions provided at the end of Case. Questions carry **Sixteen** marks (1x16=16)

***Managing People and Organizations***

Nithin was frustrated and extremely dejected. Sitting in his office at the manufacturing plant, he was worrying and thinking about the same questions he had been facing for months: how to get his company's employees to work harder and produce more. No matter what he did, it didn't seem to help at all. Nithin had inherited the business three years ago when his father, Mahesh, passed away unexpectedly. MNS automobile corporation was

founded four decades ago by Mahesh and had grown into a moderate-size corporation. MNS makes replacement parts for large-scale automobiles such as Cars, Vans, Lorries and trucks. The firm is headquartered in Bangalore and has three plants scattered throughout Karnataka.

Although Nithin grew up in the family business, and had watched his father everyday he never understood his father's approach. Mahesh had treated his employees like part of his family, and took care of them personally. But in Nithin's view, however, he felt that his father paid the employees more than he had to, and gave them more importance than he should have, and spent too much time listening to their ideas and complaints. When Nithin took over, he said to himself to change how things were done. In particular, he resolved to stop handling employees with kindness and generosity and he wanted to treat them like what they were: employees who had to merely work and produce and for which he was paying them salaries

From the day Nithin took over, he practiced an altogether different philosophy to achieve his goals. For one thing, he increased production targets for employees by 20 percent. He instructed his managers to crack down on employees and all the workers strictly, and to eliminate all idle time. He also decided to shut down the company Cricket grounds his father had built for the employees to play on. He thought the employees really didn't use it much, and it was actually a waste and he wanted the space for future expansion of the factory

He decided to announce to all employees that those who failed to increase their productivity by 10 percent would suffer a salary cut. And if the productivity of the employees decreased, then such employees would be fired (terminated) and sent out of the company. He felt relieved and thought this was the best approach for his company. But performance reports indicated the output was actually going down and employees were not productive but highly demotivated. It seemed that turnover (resignations) had increased substantially. In desperation, Nithin finally had hired a consultant. After carefully researching the history of the organization and Nithin's recent changes, the consultant made some remarkable suggestions. The main suggestion of consultant was that Nithin should go back to that *"humanistic / personal and friendly approach"* of his father. But Nithin did not agree with the suggestions and was thinking what to do

### **Case Questions**

- 7) How successful do you think Nithin's new plan will be?
- 8) If you were Nithin's consultant, what would you advise him to do?



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**Course Name:** Organizational Behaviour

**Max Marks:** 40

**Branch & SEM:** MBA & I SEM

**Weightage:** 20%

**Instructions:**

(i) *Write legibly and be as concise as possible.*

**Part A**

Answer **all** the Questions. **Each** question carries **three** marks. (4x3=12)

1. Who are 'Managers' and what are the 3 main activities that a manager performs?
2. What do you mean by Turnover?
3. What are the 3 levels of analysis in Organizational Behavior?
4. What do you mean by Job satisfaction?

**Part B**

Answer **all** the Questions. **Each** question carries **six** marks. (2x6=12)

5. Briefly explain the 3 types of 'Skills' in Management, and illustrate them with examples. Is there a difference between the skills needed for a Top Management Employee and a Junior Management Employee?
6. Explain any 3 of the 5 'dependent variables' of Organizational Behavior and illustrate 1 (one) example for each of the 3 dependent variables that you have explained

**Part C**

Answer questions provided at the end of Case. Questions carry **Sixteen** marks (1x16 =16)

***Managing People and Organizations***

The JW Marriott Corporation has a unique philosophy when it comes to taking care of employees. They believe that treating employees in a friendly way creates loyalty. Employees who are loyal will provide better service. This, in turn, will make the company

more profitable. JW Marriott Corporation owns group of hotels, resorts and holiday destinations across the world.

It's no secret that employees who are motivated are more likely to reach their goals. Within a company, there are many factors that lead to having highly motivated employees. Employee abilities, good systems and supporting environment are important factors. JW Marriott measures its employees' motivation in terms of satisfaction with one's work and commitment. Marriott Corporation is a great example of understanding what an employee wants and how to motivate the employees.

It's no wonder that Marriott Corporation has such low turnover. So much so that Fortune magazine reports that the average tenure for a general manager at JW Marriott is upward of twenty-five years. Many employees have reported being on the job for over twenty years.

So, what does Marriott do differently? Marriott Corporation believes in taking care of employees and they offer extensive training, rewards for performance, and plenty of opportunities for promotions. Their employees evidently love the way management treats them, and they refer to each other as family. The corporate offices at JW Marriott offer many great perks, like dry cleaning services, a gym, daycare, and even flexible hours for employees when possible. Flexible hours allow employees to balance their work and home life. A select number of employees worldwide who work on hotel properties are offered awards for outstanding performance, and Marriott holds an annual awards ceremony for these employees that make the grade. Some say that the annual awards at JW Marriott is like attending the Oscars.

Despite all of this JW Marriott has continued to report losses and is doing badly in Hotel room occupancy. Customers who have stayed at JW Marriott hotels often complain of 'Employee arrogance' and 'Rude Behavior' that prevents them from coming back and this has led to closure of almost 30% of JW hotels. It is reported that the employees are not really productive and have been whiling away time – whilst they may be happy and satisfied but they are not productive

### **Case Questions**

- 7a) What may be the reasons why the happy employees of JW Marriott are not productive?
- 7b) What do you feel may be needed to be done in order to increase employees productivity?





Roll No.

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**SET A**

**END TERM FINAL EXAMINATION**

**Odd Semester:** 2018-19

**Date:** 04 January 2019

**Course Code:** HRM 101

**Time:** 3 Hours

**Course Name:** Organizational Behavior

**Max Marks:** 80

**Programme & Sem:** MBA & I Sem

**Weightage:** 40%

**Instructions:**

(i) **Write legibly**

**Part A**

Answer **all** the Questions. **Each** question carries **five** marks. (4Qx5M=20)

1. What are the four responses to employee dissatisfaction?
2. What are the common errors in Perception?
3. Explain McClelland's theory of Needs?
4. What do you mean by Group and what are the different types of Group?

**Part B**

Answer **all** the Questions. **Each** question carries **ten** marks. (3Qx10M=30)

5. Compare and Contrast Charismatic and Transformational Leadership. Illustrate with examples?
6. Explain the role of dependence in power relationships? Illustrate with examples.
7. What are the different types of Conflict? What are the different stages of Conflict Process?

**Part C**

Answer **both** the Questions. **Each** question carries **fifteen** marks. (2Qx15M=30)

8. Jay has been appointed as the HR Head in an ITES firm. The attrition is high and hence he has been asked to come up with new modes of work arrangement. What are the suggestions recommended for motivating employees
9. Organizations are moving from individuals working to Group Working. What are the strategies you will adopt to initiate group decision making?



Roll No.																			
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**SET B**

**END TERM FINAL EXAMINATION**

**Odd Semester:** 2018-19

**Date:** 04 January 2019

**Course Code:** HRM 101

**Time:** 3 Hours

**Course Name:** Organizational Behavior

**Max Marks:** 80

**Programme & Sem:** MBA & I Sem

**Weightage:** 40%

**Instructions:**

(i) **Write legibly**

**Part A**

Answer **all** the Questions. **Each** question carries **five** marks.

(4Qx5M=20)

1. What shortcuts do people frequently use in making judgments about others? Explain.
2. Illustrate the main components of attitude? Are these components related or unrelated?
3. How is mentoring valuable to leadership? What are the keys to effective mentoring?
4. Explain the different bases of power? Give examples.

**Part B**

Answer **all** the Questions. **Each** question carries **ten** marks.

(3Qx10M=30)

5. Elucidate the properties of a group. Why groups are formed in an organization?
6. Why do organizational politics emerge? Are they good or bad?
7. Discuss any one learning theory and its application to individuals in the work setting.

**Part C**

Answer **both** the Questions. **Each** question carries **fifteen** marks.

(2Qx15M=30)

8. An online Food-delivery platform is growing well but face problem in retaining the delivery personnel. The delivery personnel are not satisfied with the per-order pay and incentive amounts. The delivery personnel also face lot of delivery related problems and they don't have proper avenues to communicate with the organization. As a manager, how do you design motivating jobs and reward them.
9. "Most leaders show great concern for both the task and people" – critically evaluate the statement with suitable examples from corporate world.