

Jagan Institute of Management Studies
End-Term Examination, December 2017 – January 2018
Trimester II – PGDM (IB) 2017-19

Organizational Behaviour
ET_IB_OB_0301

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1** “Understanding Organisational Behaviour has never been more important for managers. A quick look at a few of the dramatic changes now taking place in organisations supports this claim. For instance, the typical employee is getting older; more and more women and other forms of diversity are in the workplace; corporate downsizing and the heavy use of temporary workers are severing the bonds of loyalty that historically tied many employees to their employers; and global competition is requiring employees to become more flexible and to learn to cope with rapid change. In short, there are a lot of challenges and opportunities today for managers to use OB concepts”. Elucidate the statement giving support to your contentions. **16**
- Q 2** M/s MACinzoom creative choice is a medium sized organization dealing with manufacture of small plastic toys employing 250 employees. The company has ensured not to use any toxic chemical in the raw material. This organization has a tradition of “following the leader”. The decision making is centralized and the productivity of the employees is low. You have been entrusted the responsibility of overall improvement. The HR department is headed by Mr. Ishai Shoko nun from Japan, who wishes to make changes in the Organization Culture to foster innovation? Discuss with reference to the various steps essential to initiate the concept. **12**
- Q 3** “Change may be forced on an organization or an organization may change in response to the environment or an internal need. The forces of change are interdependent and influence organizations in many ways. The areas in which the pressures for change seem most powerful involve people, technology, information and communication, competition and social needs” Comment. **12**
- Q 4** How is This Stuff Going to Help Me?
“Anjali Srivastava wants to be a manager and so she joined the

management programme of a reputed management institute. She enjoyed her accounting, finance and marketing courses. Each of these provided her with some clear – cut answers. Now the professor in her behavioural management course is telling her that there are really very few clear – cut answers when it comes to managing people. He has discussed some of the history of behavioural management and says that behavioural science concepts play a big role in the course. ‘Anjali is very perplexed. She came to the management institute to get answers on how to be an effective manager but this course sure does not seem to be heading in that direction.’”

- a) How is a course in organisational behaviour going to make her a better manager?
- b) Why did the professor start off with a brief history of organisational behaviour?
- c) How does a course in organisational behaviour differ from courses in field such as accounting, finance or marketing?

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Q 5 Attitudes are evaluative statements – either favourable or unfavourable – about objects, people, or events. They reflect how we feel about something. When I say “I like my job,” I am expressing my attitude about work. Attitudes are complex. If you ask people about their attitude toward religion, Manmohan Singh, terrorists or the organisation they work for, you may get a simple response, but the reasons underlying the response are probably complex. In order to fully understand attitudes, we need to consider their fundamental properties or components. Analyze with supportive logic.

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Q 6 As one consultant aptly put it, “you can’t divorce emotions from the workplace because you can’t divorce emotions from people.” Managers who understand the role of emotions and moods will significantly improve their ability to explain and predict their co-workers’ and employees’ behaviour. Do you find some justification in the statement? Support your contentions with examples.

OR

Personality is made up of three major systems: the id, the ego and the superego. Although each of these systems of the total personality has its own functions, properties, components, operating principles, dynamisms and mechanisms, they interact so closely with one another that it is difficult, if not impossible to disentangle their effects and weigh their relative contribution to human behaviour. Behaviour is nearly always the product of an interaction among these three systems; rarely does one system operate to the exclusion of the other two. Explain the basic concept in reference to factors instrumental in development of individual personality.

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Q 7 [Read the case and answer the questions given at the end.](#)

Megha Chemicals and fertilisers is a large manufacturing firm located in the Industrial belt of Rajasthan located at Matsya Industrial belt of District Alwar. It is involved with both research and the production of various products sold to wholesale customers as well as over the counter pharmaceutical items. Recently Mr. Joseph Kurrien was appointed as the new director of company's research and development function. He took over at a time when this part of the organization seemed to be in some turmoil, with conflicts being rampant amongst middle management staff on multiple issues right from performance management system to reward management

The previous director resigned suddenly, leaving an administrative vacuum. In addition, executives of some of the other departments had been complaining that the R & D people were not pulling their weight to meet organizational objectives. Several had wondered out loud where the new products were that the company needed in order to remain competitive. Why not those were high – priced professionals working harder to achieve new breakthroughs?

The firm's CEO seemed to be on the side of the other departmental heads in believing that major changes in the R & D function were needed and quickly. He frequently stated, "This is a fast moving industry and those firms that do not remain novel, will simply be left behind." At any rate, he instructed Mr. Joseph, to get things moving as rapidly as possible.

Mr Joseph's appointment was approved by the Board of Directors over the expressed opposition of several of the senior research people. They did not feel that his background or previous experience made him sufficiently qualified to take over the complex task of supervision a diverse group of research scientists. There were twenty highly trained professionals in this group, fifteen of whom possessed Ph.D in Physics, Chemistry or Microbiology. The other five had Master's Degree, but had worked in R & D in for over fifteen years. There was relatively little agreement within this large group about the major problems facing the group or how they could be solved. In fact several of the scientists believed that everything was fine the way it was. They rather blamed the marketing Department for their failure to tap the potential of the market.

Even though Mr. Joseph had no direct experience with R & D, he did have a track record as a senior manager in other areas and he had Master's degree in both, finance and chemical engineering. He didn't believe that he would have problems relating to the R & D group. In fact he felt quite confident that he could turn things around in relatively short period.

Upon assuming his new duties, Mr. Joseph moved quickly to bring changes in the R & D department. He began by conducting interviews with several of the senior scientists in order to learn about the operations and how the employees perceived the situation. He followed up with several open meetings attended by most of the department members. Enthusiasm demonstrated by him was misconstrued by R&D personnel as interfering in their expertise domain, as this was evident in their silence on all new proposals placed for changes in the working through innovation and empowerment. For the first few months, everything was smooth. The department members appeared satisfied with Mr. Joseph and morale actually improved because initially the new director accepted whatever the R&D proposed. However, it soon became apparent that things were not as rosy as they seemed at first. Several of the senior researchers began to complain that changes were taking place and that they were never consulted. By the end of the first year, top management had begun to realize that all was not well. Morale in the R & D department was very bad. There seemed to be a movement afoot to request Mr. Joseph's resignation. Two of the more promising younger scientists submitted their resignations citing intolerant working conditions and a number of others were threatening to do the same. To make matters worse, the firm was not successful in recruiting the replacements it needed. Whether or not this was due to Mr. Joseph was not really clear.

When asked, the senior researchers complained that the new director was an autocrat. He did not carefully think through problems and appeared not to systematically analyse situations. Also, he was impatient. He wanted everything to happen immediately. For example, for some time, top management had been considering the use of robots in several departments. Without consulting anyone in R & D Mr. Joseph volunteered his department as a test site. One morning, a memo arrived announcing the change. Nobody in the department was even aware of the possibility of such a change. Wave of shock to dejection was visible in the department as well it percolated in other department as reported by HR Manager.

At the moment, top management is faced with a serious dilemma. Mr. Joseph had a record of competent management and he was hired with a mandate to get things moving. However, rather than improving, this situation seems to have gone worse. Should they fire Ram Moorthi, move him to another department, or just assume that everyone is experiencing growing pains and things will work out if given time? You are hired by the management at this critical juncture as OD consultant. No doubt a daunting challenge to face, but be clear your competence, capability and ability to cope with the worst to dig out the best is what the management expects. Keeping in view of the delicacy

of the scenario, what strategy for managing this turbulent situation in facilitating change process in the organization you would contemplate to start.

Questions:

- a) Evaluate Mr. Joseph`s approach to organizational Change.
- b) How would you succeed, if you were given the task of revamping the R & D department? Elaborate the approach you would follow for implementing the change.

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