

Post Graduate Diploma in Management (Hospital & Health Management)

PGDM – 2024-26 Batch

1st Year – 1st Semester End Examination

Subject & Code	: Organizational Behaviour (OB)-CC 607	Reg. No.	:
Semester & Batch	: I, 2024-26	Date	: 02-01-2025
Time & Duration	: 10:30 A.M.-01:30 P.M. (3 Hrs.)	Max. Marks	: 70

Instructions:

- **ATTACH THE QUESTION PAPER ALONG WITH THE ANSWER PAPER.**
- Budget your time as per the marks given for each question and write your answer accordingly.
- Don't write anything on the Question Paper except writing your Registration No.

Part A: Q.1 to Q.10 all questions are compulsory (10 X 2 Marks = 20 Marks)
One liner, MCQs, True/False

1. _____ is the process of organizing and interpreting sensory impressions to give meaning to the environment.
 - a. Attribution
 - b. Selection
 - c. Learning
 - d. Perception
2. Which of the following is the most common means of measuring personality?
 - a. in-depth interviews
 - b. self-report surveys
 - c. career portfolio
 - d. reference interviews
 - e. stress interviews
3. Based on his experience with some of his students' expectations, a Professor of a Management College concluded: "Nowadays students are very lazy but expect to be placed in high paying jobs" is a/an _____
 - a. In-group phenomenon
 - b. Stereotyping
 - c. Discrimination
 - d. None of the above

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4. _____ is the degree to which employees believe the organization values their contribution and cares about their well-being.
 - a. Psychological empowerment
 - b. Employee engagement
 - c. Perceived organizational support
 - d. Organizational commitment
 - e. Job involvement

5. Voice tone is a barrier of
 - a. Receiver
 - b. Sender
 - c. Channel of communication
 - d. None of the above

6. Which of the following were considered higher-order needs by Maslow?
 - a. Physiological, safety, social
 - b. Safety, social, esteem
 - c. Esteem, self-actualization
 - d. Social, esteem, self-actualization

7. Key leadership variable include
 - a. Leader attribute
 - b. Nature of task and team
 - c. Organizational culture
 - d. All of the above
 - e. None of the above

8. Team Management style in the managerial grid consist of
 - a. Low in people concern and task management
 - b. High in people concern and task management
 - c. High in people concern and low task management
 - d. Low in people concern and high task management

9. With reference to the Hofstede's Framework for Assessing Cultures, _____ emphasizes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them.
 - a. uncertainty avoidance
 - b. long-term orientation
 - c. masculinity
 - d. collectivism
 - e. power distance

10. Which of the following statements is true regarding an organization's culture?
Organizational culture is evaluative rather than descriptive.
 - a. Large organizations rarely have subcultures.
 - b. A dominant culture expresses the core values shared by a majority of the organization's members.
 - c. A strong culture reduces employee satisfaction and increases employee turnover.
 - d. Subcultures and dominant cultures do not share any common values.

Part B: Q.11 to Q.15 attempt any four questions (4 X 5 Marks = 20 Marks)

Short Notes

11. Explain Hershey- Blanchard Situational theory of leadership? How situation plays a vital role in deciding the leadership style.
12. What is the difference between a group and a team? What are the stages of team formation?
13. Define Conflict? Describe the five conflict-handling intentions that are based on the dimensions of cooperativeness and assertiveness.
14. Briefly describe Myers-Briggs Type Indicator (MBTI) dimensions? What are the determinants of personality. Does personality vary across cultures?
15. What are the main sequential phases of organizational change? What are the sources of resistance to an effort to implement change?

Part C: Q.16 to Q.19 attempt any three questions (3 X 10 Marks = 30 Marks)

(Long answer questions/ case study (Answer 3 Questions of the 4) Carrying 10 marks each. Total 30 Marks in this Section)

16. Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black-and-white view of issues. Upper-level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in the evaluation of family services. Linda is very capable and can sometimes take on too much. The managers are sensing that staff is becoming overworked as everyone takes on increased responsibilities due to high staff turnover. The staff has also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she had not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

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As staff becomes distressed, the managers become frustrated. They feel like they are unable to advocate for their staff or problem-solve without key information like the departmental budget.

16.1. What are the reasons for employee turnover in this case?

16.2. What steps could Laura take to build staff confidence from management and leadership perspectives?

17. Tata Motors decision to pull out its Nano project from Singure West Bengal is a recent example of power dynamics at play. The Tata small car plant launched in 2006 with great fanfare was mired in controversy from the beginning. The investment by the Tatas was expected to herald a new beginning for Bangal's troubled industrial sector.

The Trinamool Congress led Mamata Banerjee demanded the return of 400 of the total 997.11 acres allotted by the Bengal government to the Tatas for the project. Negotiations between the company, the state government, and the protesting formers failed and culminated in Tata Motors' decision to pull out of Singure. Rattan Tata publicly blamed the Trinamool Congress for the pull out see any change on the horizon", Tata said "Throughout the two years, we have focused on enormous disruption, assault, and intimidation of some of the employees."

On the political front, the Chief of the Trinamool Congress Mamata Banerjee refused to take the blame and accused it of being a "joint game plan" between the auto company and the state government. She called it an outcome of the political joint venture between both the parties concerned. Her stance was that agriculture and industry can go hand in hand passing on the blame to her party was unfair.

Tata's decision to pull out of Singur cast a damper on West Bengal's hopes of industrialization as well as raised fears that other companies would be hesitant in making investments in the state.

17.1. Describe the powers executed by different parties in the case study.

17.2. Considering yourself to be Mamata Banerjee, describe how this conflict could have managed better.

18. The conflict between workers and management at the Hero Honda plant in Gurgaon in 2005 and the subsequent police involvement caused a stir in India. The conflict began in December 2004 after a manager allegedly slapped a worker who was said to be engaged in an organization a union within the plant. Tensions simmering between the management and workers erupted into a long-drawn-out strike after 4 workers who expressed solidarity with their colleagues were dismissed and 15 others were temporarily suspended on charges of insubordination. The official explanation for the dismissals was "undisciplined behavior in the factory". Nearly all the workers responded to the dismissals by going on strike in June 2005. By the end of June, the management had sacked 1000 workers and locked out the strikers. On 26 July 2005, without provocation, police allegedly attacked 2000-3000 workers protesting outside the Honda plant, and 300-800 workers were said to be injured. Videos of unconscious workers being attacked by the people lead to a national uproar.

The losses to Honda on account of the strike were reported to be to the tune of approximately Rs. 1.2 billion. According to media reports, all dismissed workers were re-hired under the condition that they sign a declaration that they would abstain from further strikes and demands. The Honda strike created diplomatic tensions between India and Japan as well as raised concerns in the automobile sector about repercussions on further foreign investment.

18.1. Describe the conflict and the causes for the conflict in the case study.

18.2. As a manager how would you address the conflict so that the losses would be minimized?

19. Ranbir is the Chief Executive Officer of a company. The Company has been growing and has recruited quite a few specialists recently. The functional heads in the company have to meet their staff in an open meeting every two months. Ranbir detested these meetings. It was open to everyone in the office. The staff came up with a long list of trivial and tiresome complaints and grievances. They repeated the same things and spoke at length. Even when the staff knew of the constraints, they went on with their complaints. They wanted more space for lounges, bathrooms, and crèches. Ranbir pointed to a lack of space, and yet the staff continued to complain. Ranbir cultivated a habit of sitting through the meeting with a cheerful face, but with his mind switched off from the proceedings. The meeting became a tiresome ritual he had to get through. Due to these issues, many employees left the company and further hampering the Business of the company.

19.1. What are the situational challenges that are faced by the CEO?

19.2. In Ranbir's situation what action would you have taken and why?