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**International Institute of Health Management Research (IIHMR), New Delhi.  
POSTGRADUATE DIPLOMA HOSPITAL AND HEALTH MANAGEMENT  
(Batch 2017-2019)**

**Organizational Behavior**

..... CC- 607 .....

**End Term Examination**

**Time allowed: 3 hrs**

**Max. Marks: 70**

**Directions:** Attempt Six questions in all. Question no. 1 and Question no. 9 are compulsory.

Q1. Write down short notes on the following (Any 5) (5 x 4= 20)

- (a) Instrumental Vs terminal values
- (b) Self serving bias
- (c) Machiavellianism
- (d) Organizational Citizenship behavior
- (e) Managerial Grid
- (f) Halo effect
- (g) Aldefer's ERG theory
- (h) Adult learning theories

Q2. (a) What are the main components of attitudes? Are these components related or unrelated? (5 marks)

(b) What are the "Big Five" personality traits? Which one seems to have the biggest impact on performance? How would knowledge of the Big Five help you in your job as a manager? (5 marks)

Q3. What is OB? Define and Explain. From which behavioral sciences has OB drawn its subject matter? Why is it important to complement intuition with systematic study? (10 marks)

Q4. (a) How is culture transmitted to employees? What are the characteristics of Organizational culture? (5 marks)

(b) Describe the sources of resistance to change? (5 marks)

Q5. (a) Why is feedback so important to communication? Why do rumours spread, and how can we minimize them? (6 marks)

(b) What are crossed and ulterior transactions? Give one example of each. (4 marks)

Q6. (a) What is the difference between a group and a team? What are the five stages of group development? (5 marks)

(b) What are the various types of reinforcement strategies to modify the behavior of people in organizations? Explain with examples. (5 marks)

Q7. (a) What is conflict? What are the sources of conflict and how do we resolve conflicts at workplace? (5 marks)

(b) How Vroom's valence expectancy theory of motivation is different from equity theory? (5 marks)

Q8. What are the four leadership styles according to the Hershey Blanchard situational theory? Describe the role of development level of a group in adopting leadership styles? (10 marks)

### Q9 Case Scenario

#### **Starbucks Returns to Its Roots**

You are probably so used to seeing Starbucks coffee shops everywhere that you might not realize the company went from just 11 stores in 1987 to 2,600 in the year 2000. This incredibly rapid growth sprang from the company's ability to create a unique experience for customers who wanted to buy its distinct brand of lattes and mochas wherever they found themselves.

At Starbucks' core, there was also a culture of treating each customer as a valued guest who should feel comfortable relaxing and taking in the ambience of the store. Whether you were in the company's founding location in Seattle, Washington, or at the other end of the country in Miami, Florida, you knew what to expect when you went to a Starbucks.

This uniform culture was truly put to the test in the face of massive expansion, however, and by 2006 Starbucks' chairman and former CEO Howard Schultz knew something had gone wrong. He noted that "As I visited hundreds of Starbucks stores in cities around the world, the entrepreneurial merchant in me sensed that something intrinsic to Starbucks' brand was missing. An aura. A spirit. The stores were lacking a certain soul." Starbucks' performance had become lackluster, with hundreds of planned store openings being canceled and hundreds more stores being closed.

So, Schultz took the dramatic step of coming back as CEO and engaging in a companywide effort to change the corporate culture back to what it had been before its expansion. All 7,000 Starbucks stores were closed for a single afternoon as part of a training effort of 135,000 baristas. Quality control was a primary mission; baristas were instructed to pour every glass of espresso like honey from a spoon, to preserve the flavor. This emphasis on quality over speed ran counter to the principles of mass production, but it was just what the company needed to ensure it could retain its culture. Espresso machines that obscured the customers' view were replaced with lower-profile machines that allowed baristas to look directly at guests while making beverages. And "assembly line production," like making several drinks at once, was discouraged in favor of slowly making each drink for each customer.

Schultz is convinced his efforts to take the culture back to its roots as a neighborhood coffee shop—one entranced with the "romance of coffee" and treating every customer as an old friend—has saved the company. Today, Starbucks earns more than \$10 billion in annual revenue and serves more than 50 million customers a week around the globe.

#### **Questions**

- 1. What factors are most likely to change when a company grows very rapidly, as Starbucks did? How can these changes threaten the culture of an organization? (5 marks)**
- 2. Why might this type of radical change process be easier for Starbucks to implement than it would be for other companies? (5marks)**