

# **END TERM EXAMINATION**

Batch- PGDHM (2019-21)

Subject: Organizational Behavior

Course code: CC -607    Max. Marks: 70

Duration: 2 hours

**Directions:** Attempt Four questions in all. Question no. 1 and Question no. 7 are compulsory.

Q1. Write down short notes on the following (Any 5) (5 x 6= 30)

- a. Social Learning
- b. Transactional Leadership
- c. Halo Error
- d. Herzberg two factor theory of motivation
- e. Nominal Group Technique
- f. Group Cohesiveness
- g. Functional & Dysfunctional Conflict
- h. Managerial Grid

Q2. What is organizational behavior (OB)? What are the three levels of analysis in our OB model? Are they related? If so, how? (10 marks)

Q3. (a) Discuss theory of transactional analysis and describe the three ego states and the various types of transitions. (5marks)

(b) What are the three important stimulus-response theories of learning? Which one do you think is most appropriate for organizational use? (5 marks)

Q4. What is conflict? What are its sources? Under what conditions can conflicts be beneficial to a group? (10 marks)

Q5. (a) Compare and contrast Maslow's hierarchy of needs theory with (a) Aldefer's ERG theory and (b) Herzberg's two-factor theory.. (5 marks)

(b) What is the difference between a group and a team? What are the stages of team formation? (5 marks)

Q6. Define Leadership. What are the four leadership styles according to Path goal theory? (10 marks)

Q7. Case Study **Using Social Media to your Advantage** (20marks)

As you know, social media have transformed the way we interact. The transparent, rapid-fire communication they make possible means people can spread information about companies more rapidly than ever.

Do organizations understand yet how to use social media effectively? Perhaps not. As recently as 2010, only 19 of the top 50 chief executives in the world had Facebook accounts, only 6 had LinkedIn pages, and only 2 regularly used Twitter or blogs to communicate. Many executives are wary of these new technologies because they cannot always control the outcomes of their communications. However, whether they are directly involved with social media or not, companies should recognize that these messages are out there, so it behooves them to make their voices heard. And social media can be an important way to learn about emerging trends. André Schneider, chief operating officer of the World Economic Forum, uses feedback from LinkedIn discussion groups and Facebook friends to discover emerging trends and issues worldwide. Padmasree Warrior, chief technology officer of Cisco, has used social media to refine her presentations before a “test” audience.

The first step in developing a social media strategy is establishing a brand for your communications—define what you want your social media presence to express. Experts

recommend that companies begin their social media strategy by leveraging their internal corporate networks to test their strategy in a medium that’s easier to control. Most companies already have the technology to use social media through their corporate Web sites. Begin by using these platforms for communicating with employees and facilitating social networks for general information sharing. As social networking expert Soumitra Dutta from Insead notes, “My advice is to build your audience slowly and be selective about your contacts.”

Despite the potential advantages, companies also need to be aware of significant drawbacks to social media. First, it’s very difficult to control social media communications. Microsoft

found this out when the professional blogger it hired spent more time promoting himself than getting positive information out about the company. Second, important intellectual capital might leak out. Companies need to establish very clear policies and procedures to ensure that sensitive information about ongoing corporate strategies is not disseminated via social media. Finally, managers should maintain motivation and interest beyond their initial forays into social media. A site that’s rarely updated can send a very negative message about the organization’s level of engagement with the world.

## Questions

1. Do you think organizations need to have a social media presence today? Are the drawbacks sufficient to make you think it’s better for them to avoid certain media?
2. What features would you look for in a social media outlet? What types of information would you avoid making part of your social media strategy?
3. Which social media sources do you think are most useful for organizations to send communications to external stakeholders, like stockholders or customers? Are different social media more appropriate for communicating with employees?

4. What do you think is the future direction of social media? How might emerging technologies change them?

**Q 8. CASE Study Multicultural Multinational Teams at IBM (10marks)**

When many people think of a traditional, established company, they think of IBM. IBM has been famous for its written and unwritten rules—such as its no-layoff policy, its focus on individual promotions and achievement, the expectation of lifetime service at the company, and its requirement of suits and white shirts at work. The firm was one of the mainstays of the “man in a gray flannel suit” corporate culture in the United States.

Times have certainly changed.

IBM has clients in 170 countries and now does two-thirds of its business outside the United States. As a result, it has overturned virtually all aspects of its old culture. One relatively new focus is on teamwork. While IBM uses work teams extensively, like almost all large Organizations, the way it does so is unique. To foster appreciation of a variety of cultures and open up emerging markets, IBM sends hundreds of its employees to month-long volunteer project teams in regions of the world where most big companies don’t do business. Al Chakra, a software development manager located in Raleigh, North Carolina, was sent to join Green Forest, a furniture manufacturing team in Timisoara, Romania. With Chakra were IBM employees from five other countries. Together, the team helped GreenForest become more computer-savvy to increase its business. In return for the IBM team’s assistance, GreenForest was charged nothing. This is hardly altruism at work. IBM firmly believes these multicultural, multinational teams are good investments. First, they help lay the groundwork for uncovering business in emerging economies, many of which might be expected to enjoy greater future growth than mature markets. Stanley Litow, the IBM VP who oversees the program, also thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, “We want to build a leadership cadre that learns about these places and also learns to exchange their diverse backgrounds and skills.” Among the countries where IBM has sent its multicultural teams are Turkey, Tanzania, Vietnam, Ghana, and the Philippines.

As for Chakra, he was thrilled to be selected for the team. “I felt like I won the lottery,” he said. He advised GreenForest on how to become a paperless company in 3 years and recommended computer systems to boost productivity and increase exports to western Europe. Another team member, Bronwyn Grantham, an Australian who works at IBM in London, advised GreenForest about sales strategies. Describing her team experience, Grantham said, “I’ve never worked so closely with a team of IBMers from such a wide range of competencies.”

**Questions**

1. If you calculate the person-hours devoted to IBM’s team projects, they amount to more than 180,000 hours of management time each year. Do you think this is a wise investment of IBM’s human resources? Why or why not? (7 marks)

2. Why do you think IBM’s culture changed from formal, stable, and individualistic to informal, impermanent, and team-oriented? (6 marks)

3. Multicultural project teams often face problems with communication, expectations, and values. How do you think some of these challenges can be overcome? (7 marks)