Post Graduate Diploma in Management (Hospital & Health Management)
PGDM – 2023-25 Batch

1st Year – 1st Term Examination

Course & Code : **Organizational Behaviour-CC 607**		**Reg. No.** :	
Term & Batch : **I, 2023-25**		**Date** :	**21-12-2023**
Duration : **3 Hrs.**		**Max. Marks** :	**70**

Instructions:
- 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.
- Mobile Phones are not allowed even for computations.

Part A: Q. 1 to Q.10 (10 questions*1 marks = 10 marks). Compulsory

Mark the correct option in the question paper for Q1- Q10 (attach question paper with the answer sheet)

Q1. According to the two-factor theory, _____.
A) there exists a hierarchy of needs within every human being, and as each need is satisfied, the next one becomes dominant
B) most employees inherently dislike work and must therefore be directed or even coerced into performing it
C) employees view work as being as natural as rest or play, and therefore learn to accept, and even seek, responsibility
D) the aspects that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction
E) achievement, power, and affiliation are three important needs that help explain motivation

Q2. Which of the following is an example of externally caused behavior?
A) An employee postpones a meeting because he overslept.
B) An employee is late to work because of a punctured tire.
C) An employee was fired because he violated a company policy.
D) An employee was promoted when he achieved more than the assigned objectives.
E) An employee closed a sale with an important corporate client because of his excellent negotiation

Q3. Which of the following terms refers to factors such as one's biological, physiological, and inherent psychological makeup determined at conception?
A) social identity
B) heredity
C) behavioral contagion
D) self-concordance
E) social loafing

Q4. Our tendency to take personal pride or offense for the accomplishments of a group we are a part of, is the territory of the _____ theory.
A) social exchange
B) expectancy
C) social identity
D) reinforcement
E) equity

Q5. A work team is characterized by _____.
A) the goal of sharing information
B) the presence of neutral to negative synergy
C) the availability of complementary skills among members
D) the individual accountability for outcomes and results
E) the mere accumulation of individual efforts

Q6. When the receiver of a communication translates the message, it is known as _____.
A) encoding
B) conveying
C) transmitting
D) filtering
E) decoding

Q7. Which of the following theories of leadership is based on situational variables?
A) attribution theory
B) trait theories
C) charismatic leadership theory
D) path-goal theory
E) behavioral theories

Q8. The _____ stage of the conflict process is important because it's where conflict issues tend to be defined.
A) potential opposition
B) cognition and personalization
C) intentions
D) behavior
E) reaction and transference

Q9. A culture that expresses the core values that are shared by a majority of the organization's members is known as a(n) _____ culture.
A) dominant
B) primary
C) fundamental
D) unique
E) essential

Q10. Which of the following tactics for overcoming resistance to change is most likely to be beneficial when employees' fear and anxiety are high?
A) manipulation
B) building support and commitment
C) participation
D) implementing changes fairly
E) coercion

Part B: Q.11 (20 Marks)

Q11. Write short notes on the following (**Any four**): Word limit – 200 words   (4x5= 20)

       (a) Errors in Perception
       (b) Managerial Grid
       (c) Social Loafing
       (d) Self- serving bias
       (e) Valence Expectancy theory
       (f) Instrumental Vs Terminal Values

Part C: Q.12 to Q.15 (3 questions *10 Marks = 30 Marks) Attempt any three.

Q12. Health and Wellness Centers (HWCs) were set up under Ayushman Bharat. The staff of Primary Health Center (PHC) was already demotivated and consider HWCs as additional burden. Please discuss the reasons that could have led to demotivated staff as per theoretical understanding of motivation. Critically discuss Herzberg's two factor theory of motivation and its application in healthcare organization set up.

Q13. Define Conflict? Describe the five conflict-handling intentions that are based on the dimensions of cooperativeness and assertiveness.

Q14. Differentiate between work group and team? What is the process of group development. How can we convert individuals into team player?

Q15. What is organizational change? Briefly describe Lewin's three step change model. What are the steps in Kotter's 8-step plan for change implementation.

Part D: Case Study (10 marks) - Compulsory

Q16. Multicultural Multinational Teams at IBM
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?

2. Why do you think IBM's culture changed from formal, stable, and individualistic to informal, impermanent, and team-oriented?

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