

School of Business

BBA

ETE - Jun 2023

Time : 3 Hours

Marks : 100

Sem II - D1UA201T / BBAD1014

Organisational Behaviour

Your answer should be specific to the question asked

Draw neat labeled diagrams wherever necessary

- | | | |
|----|---|-------------|
| 1. | Explain why organizational behavior is considered an applied science. | K2 CO1 (5) |
| 2. | Explain stress. Show if it has a positive or a negative impact on employees. | K2 CO2 (5) |
| 3. | Explain the reasons for an employee's job satisfaction. | K2 CO1 (5) |
| 4. | Does behavior always follow from attitudes? Select why or why not. Identify the functions of attitude, with an example. | K3 CO3 (10) |
| 5. | "Decision-makers allow perceptual biases to creep into their judgements." Examine the perceptual biases preventing decision-makers from making effective decisions. | K4 CO3 (10) |
| 6. | Inspect the category of stressors which has a long-term detrimental effect on the wellness of the employee, with an example. Examine the other two types of stressors as well, with examples. | K4 CO3 (10) |

OR

- | | | |
|----|--|-------------|
| | Inspect the differences between groups and teams. Examine how problem-solving teams are different from self-managed work teams. | K4 CO3 (10) |
| 7. | Robert Williamson, a customer-relations manager at a five-star deluxe hotel, regularly interacts with bureaucrats, business executives, celebrities, and other prosperous individuals. These people often opt for the premium services and suites offered by the hotel. On interacting with them and taking care of their needs, Williamson finds that most of these people are polite and well mannered. He also observes that they are extremely hardworking and spend a considerable amount of time working. In his many interactions with them, he also sees that they are not conceited, they are in fact just the opposite. They are down-to-earth by nature and quite kind with him. He feels that all rich people are kind, hardworking, and friendly.

Q7.1. Is the perception of Williamson correct? Explain why or why not.

Q7.2. Explain how a manager like Williamson can ensure that his decisions are unaffected by perceptual errors, if any. | K2 CO3 (10) |
| 8. | Employees at Flash Technologies felt constantly demotivated by the behavior of their new boss, Narendra Reddy. Reddy was fond of giving instructions, and directing his staff on how to do their work. He expected them to follow his instructions without questioning him, and hated receiving suggestions from his subordinates. His staff therefore considered him a one-way communicator.

Q8.1. Assess the type of manager Reddy is, with the help of the appropriate model of leadership.

Q8.2. Also determine the other types of managers in the aforementioned model of leadership. | K5 CO4 (15) |
| 9. | Assess the sources of conflict and types of conflict confronting employees in an organization. | K4 CO4 (15) |

PTO

10) **A Difficult Task Force**

K5 CO4 (15)

José has been appointed chair of a steering task force to design the primary product line for a new joint venture between companies from Japan, the United States, and South America. The new joint venture company will make, sell, and service pet caskets (coffins) for the burial of beloved pets, mostly dogs and cats. One month earlier, each company had assigned personnel to the task force:

- From the Japanese company, Furuay Masahiko from Yokohama, assistant to the president of the Japanese company; Hamada Isao from Tokyo, director of marketing from its technology group; and Noto Takeshi from Tokyo, assistant director of its financial management department.
- From the United States company, Thomas Boone from Chicago, the top purchasing manager from its lumber and forest lands group; Richard Maret from Buffalo, the codirector of the company's information systems group; and Billy Bob "Tex" Johnson from Arizona, the former CEO, now retired and a consultant for the company.
- From the South American company, Mariana Preus from Argentina, the head of product design for that company's specialty animal products group; Hector Bonilla from their Mexico City division, an expert in automated systems design for wood products; and Mauricio Gomes, in charge of design and construction for the plant, which will be located in southern Chile to take advantage of the vast forest there.

These members were chosen for their expertise in various areas and were taking valuable time away from their normal assignments to participate in the joint venture.

As chair of the task force, José had scheduled an initial meeting for 10:00 A.M. José started the meeting by reviewing the history of the development of the joint venture and how the three company presidents had decided to create it. Then, José reviewed the market for the new high-end, designer pet coffins, stressing that this task force was to develop the initial design parameters for the new product to meet increasing demand around the world. He then opened the meeting for comments and suggestions.

Mariana Preus spoke first: "In my opinion, the current designs that we have in production in our Argentina plant are just fine. They are topnotch designs, using the latest technology for processing. They use the best woods available and they should sell great. I don't see why we have to design a whole new product line." Noto Takeshi agreed and urged the committee to recommend that the current designs

were good enough and should be immediately incorporated into the plans for the new manufacturing plant. José interrupted the discussion: "Look, the council of presidents put this joint venture together to completely revolutionize the product and its manufacture based on solid evidence and industry data.

We are to redesign the product and its manufacturing systems. That is our job, so let's get started." José knew that the presidents had considered using existing designs but had rejected the idea because the designs were too old and not easily manufacturable at costs low enough to make a significant impact on the market. He told the group this and reminded them that the purpose of the committee was to design a new product.

The members then began discussing possible new design elements, but the discussion always returned to the benefits of using the existing designs. Finally, Tex spoke up: "I think we ought to do what Mariana suggested earlier. It makes no sense to me to design new caskets when the existing designs are good enough to do the job." The others nodded their heads in agreement. José again reminded them of the

task force's purpose and said such a recommendation would not be well received by the council of presidents. Nevertheless, the group insisted that José write a memo to the council of presidents with the recommendation to use existing designs and to begin immediately to design the plant and the manufacturing system. The meeting adjourned and the members headed to the golf course at 10:45 A.M.

José returned to his computer and started to write the memo, but he knew it would anger the presidents.

He hoped he would not be held responsible for the actions of the task force, even though he was its chair. He wondered what had gone wrong and what he could have done to prevent it.

Q10.1. Determine the characteristics of group behavior described in this case.

Q10.2. If you were in Jose's position, assess what you would have done differently. Decide the next steps that you would take now.

OR

Rahul Khanna was extremely pleased with the performance of Anjali Sharma, the new creative executive of his advertising agency. Within six months of appointment, Sharma's performance brought fame to the company which in turn helped the company obtain many new contracts. Her creative genius and hard work was evident in all her projects. Impressed with her performance, Khanna called her to his cabin and offered her a cheque in recognition of her outstanding performance. He felt that a monetary incentive would boost her morale and motivate her to perform even better. However, Khanna failed to see any happiness or enthusiasm in Sharma's face when she received the cheque. She thanked him for it and left. Besides, there was no expected improvement in Sharma's performance during the weeks that followed.

K5 CO4 (15)

Q10.1. Assess what was wrong with the way Khanna intended to motivate Sharma.

Q10.2. Determine the motivational theory that best accounts for Sharma's reaction.