

VPM's  
~~DR VN BRIMS, Thane~~  
Programme: **PGP (2014-15)**  
**First Semester Examination December 2014**

Subject	<b>Organizational Behaviour</b>		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	20.12-2014

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) 20 marks (compulsory)**

**Read the following case and answer the questions given below.**

Mr. Alok Banarjee is the Chief Executive of a medium- sized pharmaceutical firm in Calcutta. He holds a Ph D in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is well known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Mr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banarjee contacted the Personnel Manager and enquired: "What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent.

Still these workers are not motivated. What do they require really?" The Personnel Manager gave the following reply: "I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important.

One of workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of 'non-performers'. He felt bad that hard work and efficiency go un-noticed and un-rewarded in our organization. Our promotion and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization, which, in fact according to workers should go only to those who work hard."

Mr. Banarjee then wanted the Personnel Manager to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

- Q. 1) What is Herzberg's theory. Explain the motivational problem in this case by relating to Herzberg's theory. (10 marks)
- Q. 2) What would be your response to Banarjee's statement, if you were the Personnel Manager of the Company? (5 marks)
- Q. 3) If you were the manager, how would you motivate the employees so that they work better. (5 marks)

**Attempt Any FOUR from the Remaining SIX Questions**

**Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Define perception. What are various factors that affect perception?
- b) Explain Johari Window. How can the awareness be improved? Explain with suitable diagram.
- c) Study of norms and status is essential for the study of group dynamics. Explain.

**Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain stress management strategies?
- b) How can managers play power to their advantages to improve self-image? Are these techniques desirable in the larger interest of the organization?
- c) "Cohesiveness is the degree of closeness that the members feel with the group". In the light of the above statement explain cohesiveness and factors contributing to it.

**Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Define Leadership. What are various ingredients a leader should possess?
- b) How important are informal groups within over all concepts of formal organization.
- c) What are various factors that achieve job enrichment?

**Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain Line and Staff organization in detail
- b) What are various organizational strategies for management of stress?
- c) Describe the process of organizational change.

**Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain Impact of technology on formation of organizational structure.
- b) Why is organizational change often resisted by individuals and groups? Suggest strategies to prevent such resistance.
- c) Explain various theories of group behaviour.

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain the concept of group. What are various types of group?
- b) Discuss various job design techniques.
- c) Explain external and internal forces that induce change in the organization.