

VPM's
DR VN BRIMS, Thane
Programme: MMS (2016-18)
First Semester Examination December 2016

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| Subject | Organizational Behaviour | | |
| Roll No. | | Marks | 60 Marks |
| Total No. of Questions | 7 | Duration | 3 Hours |
| Total No. of printed pages | 2 | Date | 22.12.2016 |

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

Q1) 20 Marks (Compulsory)

“Ajit, I’m finding it little bit difficult to cope-up with the situations in my organization. You see, how much ever hard and sincere efforts you may put in, your superior work performance does not count. What matters more is how much and to what extent you can ‘subordinate’ yourself and carry out the wishes of your boss!” exclaimed Rajesh.

Ajit replied, “Yes, I know, that is the most common experience with male bosses. On the contrary’ look at my organization. We all feel very happy and comfortable with our leading lady Mrs. Leena Sharma. She is very considerate and sympathetic. She always puts very reasonable demands and for team there is neither any embarrassment nor any discomfort”.

Rajesh found it difficult to believe and said, “Well, frankly speaking instead of ‘Mrs. Sharma’ if you were having some ‘Mrs. Verma’ as your CEO, I’m sure, things would have been a lot different. Also, I feel it is humiliating for men like us to accept orders from women bosses on both the fronts that is at home as well at work place!”

Rajesh had typical stereotyped negative attitudes towards women manager and his entire thinking pattern was highly prejudiced. In case of Mrs. Sharma, Rajesh had reinforced his negative viewpoint since he had once experienced her open confession in an informal get-together that she had experienced certain reluctance and resentment from her male subordinates in carrying out her orders. She was wondering whether to attribute it to her being a ‘woman’, or, to her being ‘young and inexperienced’. Anyway, much to his astonishment, she seemed to be quite sure that once they accept her as competent and efficient manager, they will offer wholehearted cooperation in implementing the order and decisions.

Ajit had observed that in general people’s perception about Mrs. Sharma as CEO was rather ambivalent – it was mostly a wonderful intermixture of admiration, resentment, competitiveness, anxiety, pride and animosity. He understood that people like Rajesh were also having a feeling that Mrs. Sharma has a specific need to ‘over-achieve’ in order to prove herself that is why she insists on consistently high levels of work performance. Moreover, they were having their own doubts about the team-building efficiency of Mrs. Sharma.

Becoming aware of this fact, Ajit narrated his own experience of functioning under Mrs. Sharma : “You see, Rajesh, over these four years I’m fully convinced that Mrs. Sharma is paying particular attention to the quality and substance of what she is doing. She is a highly independent woman with a strong positive self-image. She is able to recognize and accept the strengths of those who work with for her. Her involvement, commitment and contribution has gone a long way in making our organization effective and efficient.

Moreover, she has the right perspective as well as clear and sharp insight to build an effective team. I tell you, I still remember the first meeting she had with our team. At that time I discovered that she was extraordinarily good at not only listening but showing that she was listening. Nevertheless, she summarized what the other fellow had said and actually expressed his view better than the way it had been originally delivered.

Till that meeting, for every problem that came up, few of my colleagues and myself Seemed to have a ready answer and yet the problems kept coming up. You know, during the meeting, Mrs. Sharma used two flipcharts. One she marked ‘Problems’, the other she divided into two columns : ‘Causes apparent’ and ‘Causes deeper!’. Emerging out of that

meeting, I learnt two things – one was about looking deeper into problems and the other was about how to make the best use of the intelligence of seven people working together”. After this long narration, Rajesh uttered his heartfelt words : “Is it really so ? Now I Realize how biased my views were regarding women executives!”

1. Do you think Mrs. Sharma was able to successfully break the glass ceiling?
2. Why do people hesitate to work under a female boss? Is it something to do with stereotyping?

Attempt Any FOUR from the Remaining SIX Questions

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

- a) Discuss ‘individual differences’ as an important foundation of OB.
- b) “Values give direction and consistency to behavior” Do you agree with this statement? Justify.
- c) Discuss ‘Machiavellianism’ as a personality facet.

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

- a) Explain with example the meaning of achievement motivation.
- b) How does ‘contrast’ help in the process of selecting stimuli?
- c) Explain the importance of change agent during the OD intervention.

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

- a) Give any five examples of typical stereotyping.
- b) “Decentralization is needed in a complex and uncertain environment.” Do you agree with this statement? Justify.
- c) Comment on ‘Humour’ as a defense mechanism.

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

- a) What is attitude? What are its implications for managers?
- b) You are a manager of a company. Suggest some team building activities for your employees.
- c) Write a short note on: Social Loafing

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

- a) “Halo effect is a typical perceptual error.” Do you agree with this statement? Justify.
- b) Who is a charismatic leader? Explain with suitable examples.
- c) “Blaming others is the most common defense mechanism.” Do you agree with this statement? Justify.

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

- a) “Changed employee expectations are a major challenge for OB.” Justify.
- b) Write a short note on : Big Five Personality Model
- c) As a manager how will you create a culture of motivation in your organization?