

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**

**PGDM (G/S/M) 2017-19 BATCH TRIMESTER- I**

*Re-Appeal* **END-TERM EXAMINATION, SEPTEMBER, 2017 (SET-2)**

Course Name	<b>Organisational Behaviour - I</b>	Course Code	<b>HR101</b>
Max. Time	<b>2 Hours</b>	Max. Marks	<b>40 MM</b>

**Instructions:**

- Write your answers legibly and precisely.
- Don't write anything on question paper except your roll number.

**Q1.** What are the main determinants of Personality? On the basis of Big Five model of Personality please explain impact of personality on managerial decision making. **(8 marks)**

**Q2.** Mohit left his present organisation Zaro Education as he was offered a higher position in another organisation. A few months back when Mohit fall sick due to Typhoid, his team leader and colleagues at Zaro supported him emotionally as well as shared his work targets. Please explain the situation in light of OB concepts such as values, sensitivity, and empathy. **(8 marks)**

**Q3.** Explain various ego states and the role they play in *Transactional Analysis*. Do you think that the understanding of Transactional Analysis help managers to manage teams? How? **(8 marks)**

**Q4.** Explain the relevance of motivational theories (Herzberg's and Maslow's) in today's organizations. Do you think they are used at workplace? Support your points with examples. **(8 marks)**

**Q5. Short Case** **(8 marks)**

The design team at Microcosm Textile Industries was going through a difficult phase. The Team Leader Sonali Bapat was responsible for managing a team of 10 designers who would be responsible for supervising the colouring (dyeing) of yarn and manufacturing a variety of cloth/sheets. This cloth would be further used by the in-house fashion designers to prepare different dresses as per vendor/buyer demands. These vendors are primarily non-branded retail showrooms/stores across Delhi NCR.

The design team at the production unit under Sonali were divided in two teams and were having regular clashes on distribution of work between the team members, and the coordination was very low. The overall satisfaction was low and members were threatening to go-slow. It was affecting the overall morale of employees at the shop floor. Sonali needs to intervene immediately as unless they are heard, they will not contribute much to supervise the dyeing of yarn or cloth. For Sonali, it was a matter of do or die, as, if her team doesn't deliver, the demands from buyers won't be met. The vendors who buy from Microcosm may see it as affecting their own businesses and may decide to break ties. And, eventually Sonali would lose her job.

- What do you think would be the reasons of this workplace conflict? What would you suggest Sonali to do in this situation to resolve the conflict?
- Do you think a negotiation could be a possible action in this situation? If yes, suggest a plan of action to Sonali.