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THU - 602

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7074Roll No. **B. Tech.**

(SEM. VI) EXAMINATION, 2007-08

ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours]

[Total Marks : 100

- Note :**
- (1) Attempt **all** questions.
 - (2) Figures written on **right** hand side of the question indicate marks.
 - (3) Be precise in your answer.

1 Attempt any **four** parts of the following : **4x5=20**

- (a) "An Organization is a social system." Explain this statement.
- (b) Organizational behaviour model.
- (c) Role of behavioural scientists in management.
- (d) Discuss the importance of the findings of Hawthorne experiments.
- (e) Explain the concept of attitude and its linkage with behaviour.
- (f) Does motivation come from within a person or it is a result of the situation? Explain.

2 Attempt any **four** parts of the following: **4x5=20**

- (a) Why do people join groups? What are the various types of groups often found in work situations?

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- (b) What are the factors influencing cohesiveness of a group? How does cohesiveness of a group influence productivity?
- (c) How and why do rumours originate? What can management do to combat them?
- (d) Why teams are important in organizations? List and describe team roles.
- (e) What is the structural approach of conflict management?
- (f) Is leadership situational? Discuss a theoretical model in this respect.

3 Attempt any **two** parts of the following : $10 \times 2 = 20$

- (a) Why is power so important in an organization? What are the various bases of powers?
- (b) Describe the process of organizational change and the factors that are important for it.
- (c) What is meant by organization structure? Identify the various dimensions of structure.

4 Read the following case carefully and answer $10 \times 2 = 20$ any **two** questions given at the end :

Durk Jager is a man on a mission. As the newly appointed CEO of Procter & Gamble, he is determined to make P&G a more conflict-friendly organization.

Jager has some ambitious goals for P&G. At the top of the list is to significantly boost sales volume. In 1997, he said he wanted the company, best known for products such as Tide, Crest, and Crisco, to double sales to \$70 billion by the year 2005. But the company's strong cultlike culture tends to "Procter-ize" people, says Jager. P&G people are too insular, risk averse, and slow to make decisions. According to Jager, the

problem has a lot to do with keeping people isolated inside P&G's twin-towers' headquarters in Cincinnati. The company recruits job candidates from a variety of backgrounds, puts them through a relatively standardized training program, and then insulates them at company headquarters. After awhile, they begin to sound alike, think alike--even look alike, he says.

Jager's career path is unusual for P&G. While he's been with the company for nearly 30 years, he's spent most of his time outside Cincinnati. A Dutchman by birth, he joined P&G as an assistant brand manager in Holland. After 12 years, he was transferred to Japan as an advertising manager and was later promoted to general manager. He grew up totally removed from Cincinnati's central bureaucracy. So, in spite of all his years with the company, he has an outsider's perspective.

Asked to describe Jager, those who know him describe him as a "loner," "hard-driving," "tough," and a person who "doesn't mince words." He has a reputation for shaking things up. As such, he might be just the right man for his new job.

P&G is a company in which managers have a passion for memo writing and dissent is rarely tolerated. Employees may be wasting up to half their time on "non-value-added work," such as memo writing he says. During a recent talk with employees in Japan, for instance, one worker complained to Jager that he had to continually create new management review charts, often with the same information in several different forms. The employee thought he was wasting a lot of his time.



Jager is determined to change P&G's culture. He wants to make the company faster on its feet, more innovative, and more conflict friendly. "Great ideas generally come from conflict-a dissatisfaction with the status quo. I'd like to have an organization where there are rebels."

Questions :

- (a) How was the P&G culture shaped?
- (b) What type of culture is prevailing in P&G?
What type in Jager trying to change it to?
- (c) If you were Jager, what would you do to change this culture?

5 Write short notes on any **two** of the following: **10x2=20**

- (a) Organizational Politics
- (b) Creativity and Personality Factors
- (c) Leadership and motivating factor to the people.