



Institute of Management
JK Lakshmipat University, Jaipur
END TERM EXAMINATION, NOVEMBER 2017
SET 1

MBA Sem- I
MM: 50 Marks

Course: Organizational Behavior
Time: 3 Hours
Subject code: HR18

Instructions:

1. Attempt any three questions from Section A.
2. Section B is compulsory.

Section A

- Q1. What are the five core job characteristics and three psychological states in job characteristic model? How will you undertake job enrichment for the clerk in your institution? (10)
- Q2. What is an emotion? How do emotions differ from moods? Identify some primary emotions, and give examples of how they may be expressed in the workplace. (10)
- Q3. Discuss the five stage model of group development. Discuss the various group decision making process. (10)
- Q4. What are the different styles of conflict management? Write down both the favorable points and point of dysfunctionality. (10)
- Q5. What leadership style best describes you? Which style do you like leaders to use when they are in charge of you? Why? Explain using managerial grid. (10)

Section B

- Q6. Pat Riverer is vice president of manufacturing and operations of a medium-size pharmaceutical firm in the Midwest. Pat has a Ph.D. in chemistry but has not been directly involved in research and new-product development for 20 years. From the "school of hard knocks" when it comes to managing operations, Pat runs a "tight ship." The company does not have a turnover problem, but it is obvious to Pat and other key management personnel that the hourly people are putting in only their eight hours a day. They are not working anywhere near their full potential. Pat is very upset with the situation because, with rising costs, the only way that the company can continue to prosper is to increase the productivity of its hourly people.
- Pat called the human resources manager, Carmen Lopez, and laid it on the line: "What is it with our people, anyway? Your wage surveys show that we pay near the top in this region, our conditions are tremendous, and our fringes choke a horse. Yet these people still are not motivated. What in the world do they want?"

Carmen replied: "I have told you and the president time after time that money, conditions, and benefits are not enough. Employees also need other things to motivate them. Also, I have been conducting some random

confidential interviews with some of our hourly people, and they tell me that they are very discouraged because, no matter how hard they work, they get the same pay and opportunities for advancement as their coworkers who are just scraping by."

Pat then replied: "Okay, you are the motivation expert; what do we do about it? We have to increase their performance."

1. Explain the "motivation problem" in this organization in terms of the content models of Maslow and Herzberg. What are the "other things" that the human resources manager is referring to in speaking of things besides money, conditions, and fringe benefits that are needed to motivate employees? (10)
2. How would you respond to Pat's last question and statement if you were the human resources manager in this company? (10)