SHRI RAMSWAROOP MEMORIAL UNIVERSITY
End Semester Examination (2021-22)-Odd Semester

MBA – I Year (I Sem)

Course Name: Organizational Behaviour	Code: MMG1012
Time: 02 Hours	Max Marks: 60

University Roll No.																

(To be filled by the Student)

Note: Please read instructions carefully:

a) *The question paper has 03 sections and it is compulsory to attempt all sections.*

b) *All questions of Section A are compulsory; questions in Section B and C contain choice.*

Section A: Very Short Answer type Questions Attempt all the questions.	BL	CLO	Marks (10)
1. Write a short note on operant conditioning.	BL2	CLO1	02
2. How is job satisfaction related to productivity and turnover?	BL2	CLO2	02
3. Define Group Dynamics.	BL1	CLO4	02
4. Describe organizational resistance to change.	BL2	CLO5	02
5. Differentiate between Halo Affect and Stereotyping.	BL2	CLO1	02
Section B: Short Answer Type Questions **Attempt any 03 out of 05 questions.**	BL	CLO	Marks (30)
1. Briefly discuss the importance of understanding behaviour in organizations and its implications. Describe any two models to understand organizational behaviour.	BL2	CLO1	10
2. Which leadership style is suitable to HR Manager of I.T. industry in the present era? Give justification.	BL3	CLO3	10
3. Why does conflict arise? What are its consequences? How would you prevent such conflict?	BL4	CLO3	10
4. A large unit manufacturing electrical goods which has been known for liberal personnel policies and fringe benefits is facing the problem of low productivity and high absenteeism. How should the management improve the organizational climate?	BL3	CLO5	10
5. Compare and contrast Maslow's Hierarchy of needs theory with Herzberg's Two-Factor theory of needs, using relevant examples.	BL4	CLO2	10
Section C: Case Study **Attempt any 01 out of 03 questions. of the following case study.**	BL	CLO	Marks (20)
Case Study The Iyer group of Hotels, Chief Manager Ashish (Bangalore Branch) was facing a unique problem. In spite of being recognized as *'A Chain of Hotels which can be trusted for its excellent service delivery'*. One of the main problems faced by its Bangalore branch was a high turnover ' of its housekeeping staff, since the past one year, which led to its existing clientele's dissatisfaction. Two to three of the hotel's esteemed existing customers had made it a point to make a note of this in the customers suggestion book.			

Ashish realized that it was imperative to reduce if not stop the housing staff turnover as this apart from causing customer dissatisfaction was adversely affecting the hotel's overall performance.

Ashish had a meeting with the housekeeping managers and the housekeeping executives and it was decided that a new reinforcement system would be effective from the following month when the housekeeping staff would get an additional bonus of Rs. 500 every month, provided the employee had 100 percent attendance and a performance rating of above 90 percent. Over and above, the first ten of best housekeeping as identified by the housekeeping manager, would be allowed to undergo training at the hotels in-house centre of learning and development. Ashish had thought the above reinforcement system would be more effective since it would take care of the otherwise incurring costs involved in hiring new housing staff the price to be paid for losing experienced housing personnel.

The housekeeping tasks were separated into vacuum cleaning, dusting, changing sheets, changing water and flowers in the room etc. The managers (or supervisors) were asked to observe the housekeeping staff's behaviour while they performed their tasks and then forward the names of the best performers for the training programme.

At the end of six months Ashish was surprised to see that the housing staff turnover remained the same at 40 percent. A meeting with the housekeeping managers did not get anywhere because the reasons cited by them (those leaving the firm) were mentioned as 'personal reasons'.

One day when Ashish was on his way to greet a good old customer of the hotel, overheard a (chanced) conversation between two housekeeping staff Sagar and Vinay.

Sagar—"Our HM (House Manager) Maya Madam had promised me that if my performance improves, she would recommend my name for the training programme, but this time once again she has recommended the name of Trivedi another sloppy worker".

Vinay—"Biswas Sir, my HM has said that he is happy with my cent percent attendance and 92% (on an average) performance rating since the last three months, but he says that the bonus although promised monthly, will be paid as a single consolidated amount every six months, due to the accounting problems."

1.	Was the contingency of positive reinforcement suggested by Ashish proper in the above context? Explain	BL2	CLO1	20
2.	How do you feel the schedule of reinforcement can be modified to improve employee performance? Discuss in detail.	BL4	CLO2	20
3.	What reinforcement should be provided for changing the behaviour of the housekeeping managers in the above case?	BL3	CLO5	20