

**SP - 351**

Total No. of Pages : 4

Seat No.	
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**M.B.A. (Part - I) (Semester - I) (CBCS) (New)**  
**Examination, May - 2018**  
**ORGANIZATIONAL BEHAVIOUR (Paper - VII)**  
**Sub. Code : 68308**

Day and Date : Wednesday, 2 - 5 - 2018  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 80

- Instructions :
- 1) Q. No. 1 and Q. No. 2 are compulsory.
  - 2) Any two from Q. 3 to Q. 5.
  - 3) Figures to the right indicate marks.

**Q1) Read the case carefully and answer the questions below it. [20]**

General Electric established its worked process in the early 1990s. it continues to be a mainstay in GE's efforts to has also been adopted by such divers organizations as General Motors, Home Depot, Frito-Lay, L.L. Bean, Sears, IBM, and the World Bank.

The impetus for the Work- Out was the belief by GE's CEO that the company's culture was too bureaucratic and slow to respond to change. He wanted to create a vehicle that would effectively engage and empower GE workers. Essentially, Work-Out brings together employees and managers from many different functions and levels within an organization for an informal 3-day meeting to discuss and solve problems that have been identified by employees or senior management. Set into small teams, people are encouraged to challenge prevailing assumptions about "the way we have always done things" and develop recommendations for significant improvements in organizational processes. The Work-Out teams then present their recommendations to a senior manager in a public gathering called a Town Meeting.

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At the town Meeting, the manager in charge oversees a discussion about the recommendation and then is required to make a yes-or-no decision on the spot. Only in unusual circumstances can a recommendation be tabled for further study. Recommendations that are accepted are assigned to managers who have volunteered to carry them out. Typically, a recommendation will move from inception in 90 days or less. The logic behind the Work-Out is to identify problems, stimulate diverse input, and provide a mechanism for speedy decision and action. More recently GE CEO Jeffrey Immelt has extended the Work-Out concept to build capabilities in anticipating future technologies and engage in long range planning. GE wants all its managers to be adept at the kind of strategic thinking that most companies entrust only to senior management. For example, GE is offering managers new classes focused on learning how to create new lines of business.

### Questions:

- a) What type of change process would you call this? Explain.
- b) What negative consequences do you think might result from this process?

Q2) Read the following case let and answer the question.

[20]

Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution. Susan had been distribution manager for Clarkston Industries for almost twenty years.

An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background. Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew.

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Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later. The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Jack a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in the area around the office strongbox, which was open during working hours, earlier that same day. Most people assumed Jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money.

To her dismay, Susan found that rethinking the story did little to solve his problem. Should she fire Jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire Jack, she would lose everyone's trust and that some people might even begin to question her own motives.

### Questions:

- a) Explain the events in this case in terms of perception and attitudes. Does personality play a role?
- b) What should Susan do? Should she fire Jack or give him another chance?

- Q3) a) Explain the Nature and Process of Perception. [10]
- b) How Social Psychology is contributing to OB. [10]

- Q4) a) Discuss Organization Developmental Techniques. [10]  
b) Explain Individual and group interpersonal conflict. [10]

Q5) Write Short Notes on (Any four) [20]

- a) Stress.
- b) Motivation.
- c) Attitude.
- d) Productivity Approach.
- e) Issue of Culture.
- f) Values.

