

# Nirma University

## Institute of Technology

Semester End Examination (IR/RPR), May - 2018

B. Tech. in Computer Engineering / Information Technology, Semester-VI

B. Tech. in CL / CH / ME / EE / CE, Semester-VII

SS701 Organizational Behaviour

Roll /  
Exam No.

Supervisor's  
initial with date

Time: 3 Hours

Max. Marks: 100

- Instructions:
1. Attempt all questions.
  2. Figures to right indicate full marks.

Q.1 Discuss the nature and scope of Organisational Behaviour. [15]

**OR**

How did Hawthorne Studies contribute to the evolution of Organisational Behaviour? Explain by discussing the involved experiments

Q.2 Explain the perceptual errors by giving suitable examples. How can you improve perceptual accuracy? [10]

**OR**

Why do people resist change in the organisation? What steps can be taken to overcome this resistance?

Q.3 Write short notes on : [20]

- a) Power Distance
- b) Determinants of Personality
- c) Culture as a liability
- d) Social Learning Theory

Q.4 Elaborate on the Behavioural Theories of Leadership. [15]

Q.5 Explain the Equity Theory of Motivation. Bring out its similarities and differences with the Expectancy Theory. [20]

Q.6 Read the following case and identify several concepts and characteristics from the field of Organizational Behaviour that this case illustrates and justify your answer. [20]

**CASE:**

The atmosphere at the mobile parts manufacturer Alba Ltd. was tense. Vice president (engineering) Vikas Malhotra's thoughts went back to the time when he had joined Alba at the age of 25. The M.D. and the president of the company Tapas Sen was quite appreciative of his work and contributions. Today, thirteen years later, they did not seem to have a consensus on anything.

The company manufactured automobile parts. Tapas Sen took over in 1991 Alba at the age of 27 after his father's sudden death. Till then it relied on older methods of operations as there was no threat of competition and there were no other major players in its external environment. When Tapas took over, the company faced unanticipated disturbances in business and the philosophy



became to "either change or perish". Tapas decided to change. He brought in positive changes in the technology, systems and processes and worked hard to maintain Alba's position in the market. Under his leadership, the company grew gradually and became one of the leaders in the market. In 2000, he decided to go public and made high profits for himself as well as shareholders. He was labelled as a very hardworking, focussed and sincere businessman. In 1995, he selected Vikas who proved to be an asset to the company. Vikas was appointed as an engineer, but in the last thirteen years by hard work, commitment and loyalty to the company, he had been promoted as a senior manager and later as vice president (engineering). Prior to this there were very few interactions between Vikas and Tapas as earlier, important discussions transpired between the previous V.P and the M.D. Vikas developed a dislike for his boss as the frequency of the interactions between them increased. He also believed that Tapas did not like him much. They had differences about the promotional activities being carried out by the company to advertise its products. Tapas believed that in a competitive environment, products can be sold only with an effective advertising program while Vikas was convinced that the quality of the product would speak for itself and the company should, therefore, focus more on the quality of the product and the needs of the customers.

Tapas was disappointed when he heard about Vikas's strong conviction about the importance of product quality over investment in advertising campaigns. He found his thoughts to be immature and illogical and not aligned with the long term objectives of the company. Tapas communicated it very clearly to all his employees, especially to Vikas, that being an owner of the organisation, he had complete control over its operations and would not permit anyone to interfere with his decisions. Vikas, now, decided to take a back seat and just focus on his work with the objective of adding value to the organisation. He limited his discussions with Tapas to the minimum in order to avoid confrontations.

He tried to work quietly but sometimes had to come to the forefront during Tapas's absence from the work and had to take decisions regarding promotions, reward strategies and pricing of the product that were quite opposite to Tapas's beliefs. When Tapas would get to know of these decisions, he would get angry and call Vikas to discuss the issues. Vikas, on the other hand, would avoid discussions for as long as possible as he did not want to get into arguments with Tapas. Slowly Vikas started realising the differences between him and Tapas, and felt disturbed by it. It was not possible for him to continue working in the same state. He proposed a meeting with Tapas to clarify his areas of authority and responsibility. Vikas is now waiting for this meeting so that he can decide on his future course of action.

Tapas however, is concerned about Vikas's behavior and his ideas about technology Vs. advertising. He also feels that Vikas overruns on his authority during his absence and takes decisions that could damage the reputation of the company. He is annoyed with Vikas for trying to change the reward structure of the company without formally discussing it with him. He had always found Vikas evading issues whenever called for discussion. He feels now that it would be impossible to work with someone like Vikas.