

Nirma University

Institute of Technology

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

B. Tech. in All Programmes, Semester-VI/VII

SS701 Organizational Behaviour

Roll /
Exam No.

Supervisor's
initials with date

Time: 3 Hours

Max. Marks: 100

- Instructions:
1. Attempt all questions of Section I and II separately in same Answerbook.
 2. Figures to right indicate full marks.

SECTION- I

Q.1 Discuss the Hawthorne Effect with reference to the Hawthorne Experiments. How did it impact the evolution of Organisational Behaviour as a separate field of study? [15]

Q.2 Analyse and elaborate on the Hofstede's Cultural Dimensions Model. How is this model relevant in the current business environment? [15]

OR

Explain the Big Five Model of Personality. Analyse the personality of Mark Zuckerberg (CEO-Facebook) using this model. Justify your answer using suitable instances and examples.

Q.3 Write short notes on : [20]

- Narcissism
- Two Factor Theory
- Classical Conditioning Theory
- Process of Perception

SECTION- II

Q.4 What aspects of the group behavior did the Stanford Prison Experiment aim to explain? Discuss the experiment and its findings in detail. [10]

OR

What were Asch's Studies? Explain the major findings of the studies and their relevance to the organizations.

Q.5 Critically examine the various Situational Theories of Leadership. [20]

Q.6 Read the following case and answer the questions given below [20]

CASE: The New Procter & Gamble (P&G)

For years the culture at P&G had supported steady growth and profits. In recent years, however, the company found itself under a great deal of pressure from the external competitive environment. For example, Kimberly-Clark had cut deeply into P&G's disposable-diaper market, one of the company's most lucrative market niches. At the same time, Lever Brother was making inroads into P&G's share of the soap and detergent market. On the new product development front, things were no better. The company was having disappointing results with its Pringles potato chips and was suffering financial losses on its Coldsnap Homemade Ice-cream Mix, Wondra hand cream and relay tampons. These setbacks were reflected on the company's bottom line as pretax earnings fell for the first time in over thirty years. At the same time, the firm was having union problems. Its Kansas City plant voted to unionize, and the company went through a long fight with worker representatives in its efforts to change work practices and improve efficiency.

These developments led P&G to make changes in its organizational culture. Some of these were the following:

1. The work team concept, in which production and maintenance workers called "technicians" are required to master and use a second skill, was extended throughout P&G's operations.
2. The lifetime- job tradition that once made P&G workers the envy of their blue collar counterparts elsewhere gave way to layoffs.
3. The corporate paternalism of the past yielded to some hard practicalities as executives and workers alike were put on notice that plants that didn't measure up on productivity, cost and quality would be shut down.
4. A determined management vigorously resisted attempts by organized labour to dictate how P&G's operations should be run.

In addition to the above, P&G trimmed its workforce by 5 percent on the plant floor and 4 percent company-wide. This was accomplished through reduced hiring, early retirement, and, in some cases, layoffs. Changing conditions had led P&G to change its culture.

Questions

- A. What were the forces of change that affected P&G?
- B. If you were hired as a consultant by P&G Board, what recommendations would you make to improve the company's cultural effectiveness?