



Continuous Assessment Test (CAT) - II - April 2024

Programme	: B.Tech	Semester	: Winter 2023-2024
Course Code & Course Title	: BMGT103L & Organisational Behavior	Class Number	: CH2023240500615
Faculty	: Dr. Meenakshi Sankaran	Slot	: B1+TB1
Duration	: 90	Max. Mark	: 50

General Instructions: < Use this space to provide additional information such as graph sheet, data book etc.>

- Write only your registration number on the question paper in the box provided and do not write other information.
- Use statistical tables supplied from the exam cell as necessary
- Use graph sheets supplied from the exam cell as necessary
- Only non-programmable calculator without storage is permitted

Answer all questions

Q. No	Sub Sec.	Description	Marks
1.		<p>John is a 27-year-old who is a food service manager at a casual dining restaurant. He is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language. John is Safe Serve® certified and tries his best to keep up with food safety issues in the kitchen but he admits it is not easy. Employees receive “on-the-job training” about food safety basics (for example, appropriate hygiene and handwashing, time/temperature, and cleaning and sanitizing). However, with a high turnover of employees, training is often rushed and some new employees are to put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of John in his food safety efforts because they know if a food safety outbreak were ever, linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is, handled safely. One day John comes to work and is rather upset even before he steps into the restaurant. Things have not been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening.</p>	10

	<p>When he walks into the kitchen, he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. John is frustrated and does not know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety. He has made many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: "Keep hot food hot and cold food cold and wash your hands always and often". All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.</p> <p>I. Questions: What are the communication challenges and barriers John is facing? Suggest solutions. (7 Marks)</p> <p>II. What are some ways John could use effective communication as a motivator for employees to follow safe food-handling practices? (3 Marks)</p>	
2.	<p>Crunch-time Studios is a renowned game development company known for its high-quality, immersive games. However, the pressure to maintain this reputation has created a stressful work environment. Maya, is a talented programmer at Crunch-time Studios. She joined the company a year ago, excited to contribute to their innovative projects. Lately, however, work has become overwhelming. Crunch-time Studios prioritizes tight deadlines over employee well-being. Long hours are expected, and weekends are often sacrificed to meet ambitious launch dates. Your current project, a highly anticipated sequel, requires constant coding and debugging, leaving you with minimal breaks. Maya was originally hired as a programmer, but due to understaffing, she has also taken on debugging and testing responsibilities, leading to a feeling of being stretched too thin. Despite her dedication, positive reinforcement is rare. Recognition primarily goes to project leads, creating a sense of demotivation and undervaluing of individual contributions. The pressure to launch a flawless game is immense. The fear of disappointing your team and management, coupled with the potential for public criticism if the game has bugs, creates constant anxiety. Maya is experiencing constant stress and anxiety. She has trouble</p>	20

	<p>sleeping, feels irritable at home, and has lost her initial passion for game development. Headaches, stomach aches, and fatigue are becoming regular occurrences. Maya's overall health is declining due to the work pressure. The constant stress and fatigue are affecting Maya's focus and attention to detail. This can lead to errors in coding and debugging, potentially delaying the project further.</p> <p>Questions:</p> <p>I Identify the type of stress Maya is experiencing. Explain your reasoning. . (5 Marks)</p> <p>II Analyze the emotions Maya is experiencing. What are the primary emotions she is feeling, and evaluate the potential consequences of this situation? (5 Marks)</p> <p>III What techniques could Maya utilize to manage her stress and improve her well-being? (5 Marks)</p> <p>IV What changes could Crunch-time Studios implement to create a more supportive work environment for its employees? (5 Marks)</p>	
3.	<p>Company Zeon, a start-up in the tech industry, embarked on a project to develop a new software application aimed at revolutionizing digital marketing. The project was critical for the company's growth and success in the market, with high expectations from both the company and its investors. The team assigned to the project consisted of individuals from different departments, including software development, design, and marketing. The team was structured as a cross-functional unit, to leverage diverse skills and expertise to create a ground breaking product. Despite initial enthusiasm and high expectations, the project faced numerous challenges that ultimately led to its failure. The team struggled with communication and collaboration, as members from different departments had conflicting priorities and approaches. This resulted in delays in decision-making and implementation, leading to missed deadlines and a product that did not meet quality standards. Additionally, the team lacked clear leadership and direction, with no designated leader to oversee the project and ensure alignment among team members. This lack of leadership resulted in confusion and disorganization within the team, further contributing to its failure.</p>	20

	<p>In the context of the above case study, answer the questions:</p> <p>I. How did the composition of the team, including its structure and dynamics, contribute to the project's failure? (3 Marks)</p> <p>II. Based on the challenges faced by the team, which type of team composition would have been more appropriate for this project? Justify your choice about the specific issues encountered by the team. (4 Marks)</p> <p>III. What strategies or approaches could, have been implemented to address the challenges faced by the team? (4 Marks)</p> <p>IV. What lessons can be, learned from this case study about the importance of team composition, organization, and management in achieving project success? How can these lessons be, applied to future projects to avoid similar failures? (7 Marks)</p> <p>V. In your opinion, what other factors might have contributed to the failure of the team that were not, addressed in this case study? (2 Marks)</p>	
*****All the best *****		