

**FACULTY OF MANAGEMENT STUDIES
UNIVERSITY OF DELHI**

Semester Examination 2019

Name of the Examination: MBA (Full Time) I Year - November 2019

Paper Name: Organization Behaviour

Paper No.: 6101

Time Allowed: 3 Hours

Max Marks: 50

Instructions: There are two sections in this Paper. Attempt all questions from Section A. Attempt any three questions from Section B.

S.No.		Marks
	<u>Section A</u>	
1.	<p>Read the case 'ANN FUDGE' and answer the questions that follow:</p> <p>In 2001, Ann Fudge did something that is uncommon in corporate America. She quit her job as President of Kraft Foods. It was not that she was dissatisfied, but that she wanted to get more out of life. She wrote a book, 'The Artist's way to Work', that describes how she tackled numerous issues in corporate America because she was a female black woman.</p> <p>After several years she was lured back in the corporate world as Chairperson and CEO of Young & Rubicam Inc., the poorly performing Advertising and Communication giant that the British Advertising Conglomerate, WPP group, PLC had bought. According to Martin Sorelf, WPP'S group CEO, he thought that with her marketing and people competencies, she could improve the profitability of the company which the two prior CEO's had failed to do. He also picked her because 'Women are better managers than men.' In talking with many of her former employees, they told him that she had a <u>great sense of personal priorities and never inflated the importance of her own work.</u> At Maxwell House, Kraft's coffee division, <u>she was obsessed over product quality while keeping costs under control.</u></p>	

Fudge immediately started putting in 15-hours days and visited most of the 540 office in 80 different countries. She reorganized her top management staff, cut costs and pushed the company to get into advertising for business like technology, health care and direct-to-consumer marketing. She developed four initiatives and ran the company based on these even though some initiatives were at odds with some of her colleagues. First, she encouraged and rewarded collaboration. When clients approach the agency for help selling the product, Fudge believes that the agency should be able to find the best combination of services that the agency has to offer. To drive this point home, she launched the Young & Rubicam Brands' names for group's family of companies. This was a difficult mind shift for many employees who were used to working independently and even competing against one another for the clients. Some employees believed that it is an unwelcome intrusion into their freedom. Fudge believes that this reflects the realities of what the clients want. This new strategy paid off when Y & R landed Microsoft's \$250 million account.

Second, focus on clients. Fudge's direct reports are now responsible for all aspects of a client's account. Third, simplify processes and become more efficient through the adoption of a rigorous quality control program that she modified from General Electric. The purpose of this program was to free up time for employees to be creative. She trained employees in total quality methods so that they could tackle everything from sourcing supplies to honing the process for developing creative strategies. Fourth, she spread the joy. She is a global traveler who believes that her 'touchy-feely' style is what the clients and employees want. There is a lot more get-togethers now, where employees gather to just talk to each other without a specific business agenda. Fudge knows the names and faces of people in most of the Y & R office, a major departure from the former CEO who could not even pronounce the names of the employees.

- a. Identify few personality traits of Ann Fudge and describe how these impacted the performance of her subordinates and the company.
- b. On the basis the concept of Transactional Analysis, discuss the ego states in the Ann Fudge' personality in terms of their functionality and dysfunctionality.

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2.

Read the case 'PIXAR' and answer the questions that follow:

In a little over a decade, Pixar has managed to produce seven block-buster hits. Its leadership in producing animated motion pictures results from an amalgamation of contributing factors, including the three individuals who lead this innovative organization. Ed Catmull, John Lasseter, and Steve Jobs represent the driving forces behind one of the most cohesive teams in the industry. Pixar consists of three departments: animators, the story department, and the art department. Cross-functional teams comprise of members of all these departments who are integrated together to facilitate communication and thus produce groundbreaking movies. ①

Companies rise and fall quickly within the movie making industry, yet Pixar has managed to pull all of its resources together to create something magical each and every time it produces a movie. How is this success achieved? Pixar has retained the majority of the employees who started with the company since its initiation, which has been a huge advantage. Employees within each team know the strengths and weaknesses of every other team member and therefore can collaborate effectively. Pixar has also established Pixar University to train new employees, which enables them to have an immediate impact after they complete their three months training program. The success of Pixar thus is rooted in the team atmosphere created by the organization. ② ③ ④ ⑤ ⑥

a. ✓ How do you explain the continued success of Pixar based on your understanding of group processes? 7

b. ✓ What kind of issues can result in making this team ineffective? 6

Section B

3. ✓ Decision making is a simple process of generating, evaluating and selecting the best alternative solution to a problem. Discuss the appropriateness of this statement with the help of any major personal/organizational decision that you have taken recently. 8

4	Write a memo describing the most challenging demands and/or stressors at your workplace or the place where you are currently. Be specific in describing the details of these demands/stressors. How might you go about dealing with them?	8
5.	Explain Cognitive Dissonance Theory and discuss barriers to changing attitudes.	8
✓ 6.	“When the managers of an organization actively work to <u>empower their people</u> , there is <u>little need</u> to be concerned about individual motivation”. Based on your understanding of <u>theories of motivation</u> <u>support the statement</u> by citing appropriate examples.	8
✓ 7.	Define leadership. With the help of suitable <u>examples</u> discuss <u>Managerial Grid</u> and its implications in organizational <u>setting</u> .	8