

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

FIRST SEMESTER MBA / MBA (Logistics and Supply Chain Management)

DEGREE EXAMINATION (R), DECEMBER 2023

(2021 Scheme)

Course Code : 21MBA105/23MBL105

Course Name: Organizational Behaviour

Max. Marks : 60

Duration: 3 Hours

PART A

(Answer all questions. Each question carries 2 marks)

1. List the Challenges and Opportunities of OB
2. Identify the Variables influencing Work Behavior
3. Define laissez-fair leadership style.
4. Recall Conflict Handling Intentions often displayed in organizations.
5. Outline the Different Approaches to managing Organizational Change

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. Outline the contributions of various interdisciplinary studies to the field of Organizational Behaviour.
7. Process models provide insights into the factors and psychological processes that drive human motivation-explain different models.
8. A simple and useful tool for illustrating and improving self-awareness and mutual understanding between individuals within a group. Identify and discuss the various quadrants pertaining to the same.
9. Analyze the bases of power as outlined by French and Raven's power taxonomy and the consequences.
10. Examine the ways in which Organizational Culture can be sustained.

PART C

(Compulsory question, the question carries 20 marks)

11. Neha Kapoor (Kapoor) and Tina Menon (Menon) were excited about their first job offer from a leading multinational company, Meridian Business Solutions (Meridian). Meridian, a UK-based consultancy, offered business development and improvement solutions to organizations in a wide range of industries. Kapoor and Menon had just passed out from a prestigious business school with a masters degree in business administration. Both were bright students and Menon had been a topper all through in college. As students, Kapoor and Menon had always dreamt of working for a multinational company like Meridian. Their dream finally came true when they received a call from

Meridian. Having topped the written test and the personality interview, both were offered the position of business development executives in the company. Their job responsibility was to tap potential clients from the corporate world. This seemed to be an ideal break for them as they were keen on getting a job that offered wide exposure to the business environment. The job was a challenging one that provided adequate opportunities for valuable corporate experience. Besides, the compensation offered was also on a par with the best in the industry.

The first few months at Meridian were a learning experience for both of them. Kapoor and Menon were extremely enthusiastic about their jobs. The company had given them adequate training and reasonable autonomy to perform their job. They soon began handling clients independently. They were involved in getting new clients and were also responsible for maintaining smooth relationships with them. Both of them reported to the regional sales manager, Nitish Bajaj (Bajaj). Of the two, Bajaj was more impressed with Menon's performance. Within a couple of months of joining the company, Menon had obtained and closed a deal with a very high profile client. Business with this client was expected to rake in huge profits for the company. In a party organized in the company to celebrate the occasion, Bajaj announced a cash award for Menon in appreciation of her commitment and dedication to the job. This served to reinforce Menon's motivation and made her strive even harder to better her performance.

After both of them had completed a year of working in the company, the time for their performance review came up. The company had a yearly performance appraisal system which rated employees on the basis of their performance throughout the year. Based on these ratings, the employees were paid hefty performance bonuses that For IBS Use Only Class of 2010 45 Part B served as effective motivators for its employees. However, the yearly performance appraisal brought with it a rather unpleasant surprise for Menon.

Menon had hoped to receive a handsome bonus as an outcome of her performance review. She was aware that she would be appraised by Bajaj who had expressed appreciation for her good performance and announced a cash award for her within a few months of her joining the company. Meridian, however, did not have a transparent policy regarding appraisals and remuneration paid to employees. So, the outcome of the appraisal was not immediately known to anyone but the employees themselves. It was only in course of time that details about the rewards could be gathered informally. In Menon's case too, it took a while for her to know the outcome of her colleague, Kapoor's appraisal. And what she heard shocked her. Kapoor had been given a bonus much higher than what she had been given. It came as a surprise not only to Menon, but to the rest of the employees as well that

Kapoor had been rated higher than Menon, since everyone in the company knew that Menon was better at the job than Kapoor.

The performance bonus thus, served as a demotivating factor for Menon as she began to feel that she deserved much more than what she had got and that her performance certainly did not call for receiving a lower bonus than Kapoor. Menon's demotivation was evident from her subsequent performance on the job. She stopped working as enthusiastically as she did earlier and was content with doing just the bare minimum required for her job. This change in attitude took place as she obviously felt that there was no point working so hard when she wasn't being recognized for doing a good job. On comparing the efforts she had put into the job and the reward she had received, with the efforts put in by Kapoor and the reward given to her, Menon began to perceive an inequity in the way employees were rewarded at Meridian. Since she was being paid less than her expectations, she decided to put in less effort so as to bring about a perceived equity of pay between Kapoor and herself.

Consequently, Menon's productivity level deteriorated and, in turn, it affected the performance and profitability of the organization. Thus, Menon's negative attitude resulted in negative implications for the organization. Also, this frustration at the job made Menon look around for new jobs.

- a) The annual performance review had a demotivating effect on Tina Menon. Briefly discuss the motivational theory that best describes Menon's response to the appraisal. Marks (10)

- b) Based on the equity theory, explain in what other ways Menon could have reacted to the outcome of the performance appraisal? Marks (10)
