

**K.J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES & RESEARCH**

**PGDM (HCM) – I TRIM (2018-20)**

**Organisational Behavior**

**Date : 27<sup>TH</sup> Sept, 2018**

**Time : 3 Hours**

**Marks : 50**

**Choose any four – Ten marks each**

- 1) What is variable pay? Explain the various variable pay programs that are used to motivate employees?
- 2) Identify the various approaches to managing organizational change. Explain in detail any one approach with appropriate examples.
- 3) What are values? Explain the Rokeach Value Survey. Explore the various ways in which an individual's personality and values can be linked to the workplace.
- 4) What is the difference between a group and a team? Explain the various stages of group development. Describe the four types of teams commonly available in an organization.
- 5) Suppose you are the recruitment manager of an organization. Name the various personality models at your disposal. Identify the most appropriate model used to select the candidate for a job. Justify and support with appropriate concepts and examples.
- 6) Identify the various early theories of motivation. Which of these early theories has the best research support? Explain the pros and cons of this theory in today's world. Support your evidence with concepts and examples.

**Read the case given below carefully. Answer any one – Ten marks**

Carla Clarkson, a highly competent and creative interior designer became an entrepreneur and started her own interior design business. At first, she worked on her own as an independent contractor after establishing working relationships with most of the major home builders in her community. Then, because of a dramatic increase in the number of new homes being built, she became swamped with requests for her services and decided to start her own company.

She hired a secretary/bookkeeper and four interior designers, all of whom are highly competent. Clarkson still does decorate and design jobs herself and has adopted a hands-off approach to leading the four designers who report to her because she feels that interior design is a very personal, creative endeavor. Rather than pay the designers on some kind of commission basis (such as a percentage of their customer's total billings), she pays them a higher-than-average salary, so that they will be motivated to do what's best for a customer's needs rather than what will result in higher billings and commissions.

Clarkson though everything was going smoothly until customer complaints started coming in. Complaints included that the designers were hard to get hold of, promised unrealistic delivery times, turned up late or failed to keep appointments and were sometimes impatient and rude when customers had trouble making up their minds. Clarkson knows that her designers are very competent and is concerned that she must not be effectively leading and

managing them. She wonders, in particular, if her hands-off approach is to blame and whether she should change the manner in which she rewards or pays her decorator.

- 1) Analyze the sources of power that Clarkson has available to her to influence her designers. What advice can you give her to either increase her power base or use her existing power more effectively?
- 2) Would you advise Clarkson to try to engage in transformational leadership in this situation? If not, why not? If so, why?