

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

**Program: MFM / MIM SEM-I (BATCH 2017-2020)**

**Subject: Organizational Behavior**

**Maximum Marks: 50**

**Duration: 3 hours**

**25-11-2017**

**Notes:**

- 1. Q 1 is compulsory**
- 2. Answer any 4 – Q2 to Q7**
- 3. All questions carry equal marks**

**Q1 Multicultural Multinational Teams at IBM**

When many people think of a traditional, established company, they think of IBM. IBM has been famous for its written and unwritten rules—such as its no-layoff policy, its focus on individual promotions and achievement, the expectation of lifetime service at the company, and its requirement of suits and white shirts at work. The firm was one of the mainstays of the “man in a gray flannel suit” corporate culture in the United States.

Times have certainly changed.

IBM has clients in 170 countries and now does two-thirds of its business outside the United States. As a result, it has overturned virtually all aspects of its old culture. One relatively new focus is on teamwork. While IBM uses work teams extensively, like almost all large organizations, the way it does so is unique.

To foster appreciation of a variety of cultures and open up emerging markets, IBM sends hundreds of its employees to month-long volunteer project teams in regions of the world where most big companies don't do business. Al Chakra, a software development manager located in Raleigh, North Carolina, was sent to join GreenForest, a furniture manufacturing team in Timisoara, Romania. With Chakra were IBM employees from five other countries. Together, the team helped GreenForest become more computer-savvy to increase its business. In return for the IBM team's assistance, GreenForest was charged nothing.

This is hardly altruism at work. IBM firmly believes these multicultural, multinational teams are good investments. First, they help lay the groundwork for uncovering business in emerging economies, many of which might be expected to enjoy greater future growth than mature markets. Stanley Litow, the IBM VP who oversees the program, also thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, “We want to build a leadership cadre that learns about these places and also learns to exchange their diverse backgrounds and skills.” Among the countries where IBM has sent its multicultural teams are Turkey, Tanzania, Vietnam, Ghana, and the Philippines.

As for Chakra, he was thrilled to be selected for the team. “I felt like I won the lottery,” he said. He advised GreenForest on how to become a paperless company in 3 years and recommended computer systems to boost productivity and increase exports to western Europe. Another team member, Bronwyn Grantham, an Australian who works at IBM in London, advised GreenForest about sales strategies. Describing her team experience, Grantham said, “I’ve never worked so closely with a team of IBMers from such a wide range of competencies.”

### **Questions**

1. If you calculate the person-hours devoted to IBM’s team projects, they amount to more than 180,000 hours of management time each year. Do you think this is a wise investment of IBM’s human resources? Why or why not?
2. Why do you think IBM’s culture changed from formal, stable, and individualistic to informal, impermanent, and team-oriented?
3. Would you like to work on one of IBM’s multicultural, multinational project teams? Why or why not?
4. Multicultural project teams often face problems with communication, expectations, and values. How do you think some of these challenges can be overcome?

**Q2** a) Employees of software developer Oracle Corporation receive a basic benefits package and may also choose coverage levels and additional benefits that meet their specific individual needs and the needs of their dependents. The OracleFlex plan gives employees flex credits they can use to purchase benefits so they can control the amount they spend for each benefit option. Employees with remaining credits may direct them to taxable income or to their savings, health care reimbursement, or dependent care reimbursement accounts.

**Q:** Explain with support of the above “intrinsic rewards”? Identify the motivational benefits of intrinsic rewards.

b) When Yahoo’s growth and revenues slowed for several years, the company hired Carol Bartz as its new chief executive. Known as a task oriented leader, Bartz previously led a successful turnaround at software maker Autodesk where, under her leadership, the company’s revenues grew from \$300 million to more than \$1.5 billion. But after two and a half years at Yahoo, Bartz was fired as CEO for failing to revive the company’s revenues and stock price. According to Fiedler’s contingency model, Bartz’s task oriented style was not effective in improving Yahoo’s performance. Observers noted that Bartz failed to provide the visionary leadership and focused strategic direction and execution needed to position the company for growth.

**Q:** Validate the above incidence using Situational Leadership Theory.

- Q3** a) Microsoft views employees with disabilities as valuable assets because they help ensure that the company's products and services meet all customer needs. At the Microsoft Accessibility Lab, employees with disabilities can experience assistive technologies and ergonomic hardware designs that enable them to be more productive.  
Q: State and explain biographical characteristics of people discrimination. How are they important for diversity management?
- b) When the U.S.-based global financial services firm Lehman Brothers failed, many people blamed Richard Fuld, the company's chief executive, accusing him of overconfidence, confirmation, and anchoring biases and a lack of knowledge about complicated financial investment instruments. Even as Lehman Brothers continued to post billion dollar losses, Fuld exuded confidence that the investment bank was sound, and he rebuffed criticism of the bank's failure to value its assets accurately.  
Q: Explain using this example, overconfidence, confirmation, and anchoring biases
- Q4** a) "Favorable Job Attitudes make Organizations more Profitable" Explain the validity of the statement using major Job Attitudes
- b) "Personality Predicts the Performance of Entrepreneurs" Validate the statement using key traits in the Big Five personality model
- Q5** a) Define Organisational Behaviour (OB). State and explain the various behavioral science disciplines that contribute to OB.
- b) Define Organisational Culture. What are the seven primary characteristics that give essence of an Organisation's Culture.
- Q6** a) Define Organisational Development (OD). What are Six OD techniques or interventions for bringing about change?
- b) What is Organisational Structure? Explain four reasons why structures differ from organisation to organisation
- Q7** Write Short Notes on (Any 02)
- a) Conflict Resolution Techniques
- b) Power Tactics
- c) The Communication Process

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