

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,**  
**Vidyavihar, Mumbai- 400077**

**Program: MFM (Batch 2018-21) Semester-I**  
**Subject: Organizational Behaviour**  
**(End Term Examination)**

**Maximum Marks: 50**

**Duration: 3 hours**

**Date: 24/11/2018**

**Instructions:**

- *Answer any three questions from Question No. 1 to 5*
- *Question No. 6 is compulsory*
- *Marks for each question is given in parenthesis*

**Q1.** Explain the theories of Leadership (a) Transformational, (b) Behavioral  
**(10)**

**Q2.** What is the importance of interpersonal skills in an organization setup? Describe briefly the various managerial roles that exists in an organization.  
**(10)**

**Q3.** Automotive industry is a male dominated bastion. Female professionals in this sector are restricted to management and administrative functions. Brands like MG Motors, India, is looking to invest over Rs. 5,000 Cr till 2025 to establish its presence in the country. Driven by its core ethos of inclusivity and community, MG Motor has hired several women professionals in key roles across vital business functions such as manufacturing and R&D. Right from the top management to basic job titles, MG has given wings to women by hiring 25% (more than any other auto major) women employees.

Do you think this diversity is going to give rise to problems at the workplace which is typically male dominated? Why or why not? From an organizational behavior point of view, how should management take care of diversity issues effectively in MG Motors?  
**(10)**

**Q4.** Identify and discuss major job-related attitudes in organizations. How do these add up to effective job behaviors at workplace?  
**(10)**

**Q5.** Define attribution theory. Briefly explain the three determinants of attribution theory by an example. Explain the different biases in decision making. **(10)**

**Q6.** According to the police report, on July 9 at 1:27 P.M., bus number 3763 was involved in a minor non-injury accident. Upon arriving at the scene of the accident,

police were unable to locate the driver of the bus. Because the bus was barely drivable, the passengers were transferred to a backup bus, and the damaged bus was returned to the city garage for repair.

The newly hired general manager, Aaron Moore, has been going over the police report and two additional reports. One of the additional reports was submitted by Jennifer Tye, the transportation director for the City Transit Authority (CTA), and the other came directly from the driver in the accident, Michael Meyer. According to Tye, although Mike has been an above average driver for almost eight years, his performance has taken a drastic nosedive during the past 15 months. Always one to join the other drivers for an after work drink or two, Mike recently has been suspected of drinking on the job. Furthermore, according to Tye's report, Mike was seen having a beer in a tavern located less than two blocks from the CTA terminal at around 3 P.M. on the day of the accident. Tye's report concludes by citing two sections of the CTA Transportation Agreement. Section 18a specifically forbids the drinking of alcoholic beverages by any CTA employees while on duty. Section 26f prohibits drivers from leaving their buses unattended for any reason. Violation of either of the two sections results in automatic dismissal of the employee involved. Tye recommends immediate dismissal.

According to the driver, Michael Meyer, however, the facts are quite different. Mike claims that in attempting to miss a bicycle rider he swerved and struck a tree, causing minor damage to the bus. Mike had been talking with the dispatcher when he was forced to drop his phone receiver in order to miss the bicycle. Because the receiver broke on impact, Mike was forced to walk four blocks to the nearest phone to report the accident. As soon as he reported the accident to the company, Mike also called the union to tell them about it. Mike reports that when he returned to the scene of the accident, his bus was gone. Uncertain of what to do and a little frightened, he decided to return to the CTA terminal. Because it was over five mile walk and because his shift has already ended at 3 P.M., Mike stopped in for a quick beer just before getting back to the terminal.

*(Source: Fred Luthans- Organization Behavior, 12<sup>th</sup> edition, McGrawHill Education Pvt. Ltd.)*

- (a) Why are the two reports submitted by Jennifer and Mike so different? Did Jennifer and Mike have different perceptions of the same incident? What are the different biases that have gone into the reports by both of them?
- (b) What additional information would you need if you were in Aaron Moore's position? How can he clarify his own perception of the incident?
- (c) Given the information presented, describe the steps in rationally deciding and resolving this problem?

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