

VVM's Shree Damodar College of Commerce & Economics, Margao, Goa  
FYBBA, Term I, End Term Assessment, October 2022

BBCB007: Organisational Behaviour - I

Duration: 1.5 Hours

Marks:25

**Q1. Read the below mentioned case study and answer the below given questions.**

As the office manager of the Worthless Paper Products Corporation (WPP), Minnie Reems was responsible for the work of approximately forty employees, of whom 26 were classified as either data processors or clerks. Acting under instructions from Kenny Count, the company CEO, she agreed to allow F. Taylor Group, Ltd., (FTG), a team of outside consultants, to conduct a study to improve the efficiency and output of her staff.

The consultants began by studying job descriptions, making observations, and recording each minute detail of the work of the data processors and file clerks. After two weeks, they indicated to Reems and her employees that they were prepared to begin even more detailed studies, observations, and interviews on the following day.

The next morning, five employees participating in the study were absent. On the following day, ten employees were absent. Concerned, Reems investigated the cause of the absenteeism by telephoning several absentees. Each employee-related approximately the same story. Each one was nervous, tense, and tired after being put under surveillance for several days. Another told Reems, "We ain't no 'Hawthorne' happy hoppers here in this shop! And, we ain't fixin' to please management just because this Taylor guy thinks we can do more with less." Shortly after the telephone calls, the chief of FTG's systems-analysis team explained to Reems that if there were as many absences on the next day, his team would have to drop the study and proceed to another department. He said that a valid analysis would be impossible to conduct with only ten employees absent. Realizing that she would be held responsible for the failure of the systems-analysis, Reems began to create and evaluate alternative strategies to rectify the problem so the study could continue. She could fire all those who were absent without reasonable causes and send a clear signal that non-cooperation would not be tolerated. But even if the studies were completed successfully, she was concerned about implementing the procedural changes that she knew would be mandated after the study was completed. She was also concerned that without an increase in productivity, the operation could not remain cost-effective. As a result, the operation would probably be outsourced and everyone would be fired.

- A. Analyze the incident and develop a strategy to get the workers motivated to come to work  
(03 Marks)
- B. Explain how we can solve the present absenteeism problem and present your findings to the Management by using Vroom's Expectancy Theory  
(04 Marks)
- C. What do you understand by the term Motivation  
(02 Mark)

**Q2. Differentiate between Perception and Sensation** (02 Marks)

**Q3.** Ajay Khanna, an employee of BCG Ltd. has completed 15 years of service. He has decided to put down his papers as he has got a better offer from a different company but the same day he meets with an accident. He was immediately rushed to the hospital. Doctors estimated the total cost of the operation to be around 25 lakhs. The company being a responsible one covered the entire hospitalization expense incurred by Ajay. Also, Ajay was granted medical leave with full payment during the entirety of his medical treatment. Now Ajay has resumed work and has decided to forget about leaving this organization due to the obligation he feels for BCG for standing by him during his worst times.

- A. Identify the type of Organizational commitment. (01 Mark)
- B. How will this commitment help Ajay to add value to his existing job? (03 Marks)

**Q4.** All good cardiology doctors are bald and speak in sentences with few words. They also own white colored vehicles. Identify the perception shortcut used here. Also cite how can one reduce perceptual errors. (04 Marks)

**Q5.** Peter has worked in a well-known shoe company for a few years. He is now planning to start a shoe factory with his brother back in his village. He hires a few daily wage workers from his village and trains them in the basic manufacturing process. He pays them on an hourly basis. Both he and his brother overlook all the mundane tasks. They noticed that some of these workers slack off during work and this is the reason peter and his brother are taking a hit on the production.

- A. Determine which type of Organization model will work best in this situation (01 Mark)
- B. Explain all 5 types of Organization models in detail (05 Marks)

.....