1. Organizations are social structures composed of highly complex, frequently unpredictable beings called ‘humans’. Organizations however cannot behave independently of the human beings that compose them.

In the light of given statement, which one of the following activities is not related to organizational behavior?
(a) Downsizing  (b) Diversity  (c) Knowledge  (d) Information explosion  (e) Business competition.

2. The Hawthorne experiments were the first systematic attempt to undertake serious research into the workplace. In particular, the experiments suggested certain inference. Which of the following inferences is/are true about Hawthorne?
I  Workers should not be viewed in isolation from others, but as members of a group
II  Members of a group, and the status that goes with it, is as important to individuals as monetary incentives or good physical working conditions
III  Informal groups can exercise a strong influence over employees in the work place
IV  Supervisors and manager need to take account of the social and psychological needs of employees in securing their commitment to organizational goals

(a) Only (I) above  (b) Only (II) above  (c) Both (I) and (II) above  (d) Both (III) and (IV) above  (e) All (I), (II), (III) and (IV) above.

3. Which one of the following statements is not true regarding organizational performance as stated by Davis?
(a) Ability X Motivation = Human performance  
(b) Knowledge X Skill = Ability  
(c) Attitude X Situation = Motivation  
(d) Situation X Skill = Team performance  
(e) Human performance X Resources = Organizational performance.

4. In which of the following OB models, a manager may penalize the employee for not following his orders and the managerial orientation is that of formal and official authority?
(a) Custodial Model  (b) Autocratic Model  (c) Supportive Model  (d) Collegial Model  (e) Cognitive Model.

5. The position created to receive and respond to inquires, complaints, requests for policy clarifications, or allegations of wrongdoing from employees who do not feel comfortable going through normal channels is referred to as
(a) Ombudsperson  (b) Liaison officer  (c) Grievance handler  (d) Task manager  (e) Team Leader.

6. A group of people who develop and maintain contact to informally exchange information, generally pertaining to a shared interest is referred to as
(a) Networks  (b) Grapevine  (c) Quality circles  (d) Expert team  (e) Informal group.

7. Studies have revealed that personal productivity rises by 10 to 25 percent in electronic cottage. What is electronic cottage?
(a) It involves the accomplishment of all or part of a person’s work at home through computer links to their offices
(b) It is the office automation system designed for higher productivity
(c) It is an electronically designed labs in the offices for better productivity
(d) Software firms are also referred to as electronic cottages
(e) The production of the firm is totally automated with the human intervention.

8. Personality can be defined as the sum total of ways in which an individual reacts to and interacts with others. Research has brought out the characteristics of different types of personalities. Which one the following personalities and its characteristics are wrongly matched?

(a) Extroversion – Sociable, talkative and assertive
(b) Agreeableness – Good natured, cooperative and trusting
(c) Conscientiousness –Irresponsible, undependable, unbalanced and indecisive
(d) Emotional stability – Tense, insecure and nervous
(e) Openness to experience – imaginative, sensitive and intellectual.

9. The incompatibility that an individual may perceive between two or more of his attitudes, or between his or her behavior and attitudes is referred to as

(a) Cognitive Dissonance (b) Attitudes consistency
(c) Locus of control (d) Machiavellianism (e) Self-esteem.

10. Which one of the following needs is the government trying to fulfill by presenting gallantry awards to the defense personnel who have excelled in their duties risking their lives?

(a) Basic (b) Security (c) Social
(d) Esteem (e) Self-actualization.

11. Herzberg conducted a motivational study on about 200 accountants and engineers employed by firms around Pittsburgh. He resorted to critical incident method of collecting data for analysis. In his study what are the basic questions he posed to the respondents?

I. When were you rewarded by your firm and for what achievement?
II. When were you punished by your firm for what reasons?
III. When did you feel particularly good about your job – What turned you on?
IV. When did you feel exceptionally bad about your job – What turned you off?

(a) Only (I) above (b) Only (II) above
(c) Both (I) and (II) (d) Both (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

12. A process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them is referred to as

(a) Collective bargaining (b) Negotiation
(c) Distributive bargaining (d) Conflict resolution (e) Cooperation.

13. In which one of the following groups, the structure of the group is determined by the organization and the group is composed of subordinates who report directly to a given manager?

(a) Primary group (b) Formal group
(c) Informal group (d) Command group (e) Task group.

14. Informal communication is most often referred to as grapevine. Which of the following statements is/are true about the different types of grapevine?

I. Single Strand – Each tells one another
II. Gossip – One tells all
III. Probability – Each randomly tells others
IV. Cluster – Some tell selected others.

(a) Only (I) above (b) Only (II) above
(c) Both (I) and (II) above (d) Both (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

15. Which one of the following concepts lays focus on streamlining “business process” and does not pay much attention to the human social-system?

(a) Reengineering (b) Quality Circles
16. Fringe benefits are those monetary and non-monetary benefits given to employees during their employment and sometimes, in the post-employment period. Which one of the following benefits is not a fringe benefit?
   (a) Housing facilities  (b) Canteen facilities  (c) Conveyance facilities  (d) Bonus  (e) Educational facilities to employees and their children.

17. The extent to which an employee’s work meets his personal needs is referred to as
   (a) Quality of work life  (b) Quality circles  (c) Job satisfaction  (d) Job contentment  (c) Self-actualization.

18. Adding duties and responsibilities to a job so that it provides skill variety, task identity, task significance, autonomy and feedback on job performance is referred to as
   (a) Job rotation  (b) Job enlargement  (c) Job enrichment  (d) Job analysis  (e) Job task.

19. Managers determine job elements and the related knowledge, skills and abilities that are necessary for successfully performing the job by using various job analysis methods. In which one of the following job analysis methods does a job analyst send a questionnaire to the workers and ask them to check on items they perform on their job, from a long list of possible task items?
   (a) Observation method  (b) Diary method  (c) Technical conference method  (d) Group interview method  (e) Structural questionnaire method.

20. Intelli Soft Solutions Ltd., a software firm has lent its Java professionals to Cyber Mate, as they do not have Java projects during the software recession. What is this concept of lending the employees to other firms for a particular project or time to meet the overheads?
   (a) Retrenchment  (b) Outplacement  (c) Lay-offs  (d) Work sharing  (e) Loaning.

21. Sri Ram engineering has excess staff in one of its fans manufacturing units. To keep up the company’s image in the market it did not retrench its excess staff, instead it adopted a policy wherein, it will not recruit a position that falls vacant due to resignation or retirement. What is this process of reducing the excess staff called?
   (a) Hiring Freeze  (b) Lay off  (c) Retrenchment  (d) Work sharing  (e) Outplacement.

22. An extra payment given to the worker beyond their normal wage and is considered as the share of the workers in the prosperity of an organization is referred to as
   (a) Reward  (b) Incentives  (c) Bonus  (d) Gratuity  (e) Dearness allowance.

23. What is the minimum amount of bonus that an employer has to pay, even if he suffers losses during the accounting year?
   (a) An employer need not pay bonus if he suffers losses  (b) 8.33% of salary or wages during the accounting year  (c) More than 20% of salary or wage during the accounting year  (d) 5% of salary or wages during the accounting year  (e) 10% of salary or wages during the accounting year.

24. Agreements made by a company to compensate executives with bonuses and benefits if a merger, acquisition or demotion displaces them are referred to as
   (a) Golden parachutes  (b) Lay off benefits  (c) Severance pay  (d) Retrenchment compensation  (e) Unemployment benefit.

25. A reward paid to an employee for his long service with the employer is referred to as
   (a) Gratuity  (b) Pension  (c) Bonus  (d) Fringe Benefit  (e) Provident Fund.
26. An outside third party is invited to mediate and help the two primary or conflicting parties to reach conciliation. This method of conflict resolution is referred to as
(a) Arbitration  
(b) Mediation  
(c) Problem solving  
(d) Smoothing  
(e) Win-lose fashion.  

27. A tree is known by its fruits, collective bargaining may best be known by its characteristics. Which one the following is not one of the characteristics of collective bargaining?
(a) Group activity  
(b) Rigid process  
(c) Two way process  
(d) Continuous process  
(e) Complementary process.  

28. The systematic process of development by which employees, typically higher level of employees, develop their abilities to manage the organization is referred to as
(a) Career Development  
(b) Management Development  
(c) Organizational Development  
(d) Individual Development  
(e) Employee Development.  

29. A union which aims at preserving the capitalist society and maintaining the regular employee-employer relationship and competitive production is referred to as a
(a) Reformist union  
(b) Revolutionary union  
(c) Hold-up union  
(d) Anarchist union  
(e) Business union.  

30. In which one of the following appraisal methods, the rater has to allocate a fixed number of points among employees in the group and good performers are allocated more points than the poor performers?
(a) Paired comparisons Method  
(b) Point allocation Method  
(c) Forced choice Method  
(d) Behaviorally Anchored Rating Scales Method  
(e) Management By Objective.  

END OF SECTION A

Section B : Caselets (50 Marks)

This section consists of questions with serial number 1 – 8.  
Answer all questions.  
Marks are indicated against each question.  
Detailed explanations should form part of your answer.  
Do not spend more than 110 - 120 minutes on Section B.  

Caselet 1

Read the caselet carefully and answer the following questions:

1. Which characteristics of group behavior discussed in the chapter can you identify in this case?  
(5 marks)  

2. How did the diverse nature of the group affect the committee’s actions?  
(5 marks)  

3. If you were in Jose’s position, what would you have done differently? What would you do now?  
(5 marks)  

José has been appointed chair of a steering task force to design the primary product line for a new joint venture between companies from Japan, the United States and South America. The new joint venture company will make, sell and service pet caskets (coffins) for the burial of beloved pets, mostly dogs and cats. One month earlier, each company had
assigned personnel to the task force.

From the Japanese company, Furuay Masahiko from Yokohama, assistant to the president of the Japanese company; Hamada Isao from Tokyo, director of marketing from its technology group; and Noto Takeshi from Tokyo, assistant director of its financial management department.

From the United States company, Thomas Boone from Chicago, the top purchasing manager from its lumber and forest lands group; Richard Maret from Buffalo, the codirector of the company’s information systems group; and Billy Bob “Tex” Johnson from Arizona, the former CEO, now retired and a consultant for the company.

From the South American company, Mariana Preus from Argentina, the head of product design for that company’s specialty animal products group; Hector Bonilla from their Mexico City division, an expert in automated systems design for wood products; and Mauricio Gomes, in charge of design and construction for the plant, which will be located in southern Chile to take advantage of the vast forest there.

These members were chosen for their expertise in various areas and were taking valuable time away from their normal assignments to participate in the joint venture. As chair of the task force, José had scheduled an initial meeting for 10:00 A.M. José started the meeting by reviewing the history of the development of the joint venture and how the three company presidents had decided to create it. Then, José reviewed the market for the new high-end, designer pet coffins, stressing that this task force was to develop the initial design parameters for the new product to meet increasing demand around the world. He then opened the meeting for comments and suggestions.

Mariana Preus spoke first: "In my opinion, the current designs that we have in production in our Argentina plant are just fine. They are topnotch designs, using the latest technology for processing. They use the best woods available and they should sell great. I don’t see why we have to design a whole new product line."

Noto Takeshi agreed and urged the committee to recommend that the current designs were good enough and should be immediately incorporated into the plans for the new manufacturing plant. José interrupted the discussion: "Look, the council of presidents put this joint venture together to completely revolutionize the product and its manufacture based on solid evidence and industry data. We are to redesign the product and its manufacturing systems. That is our job, so let’s get started." José knew that the presidents had considered using existing designs but had rejected the idea because the designs were too old and not easily manufacturable at costs low enough to make a significant impact on the market. He told the group this and reminded them that the purpose of the committee was to design a new product. The members then began discussing possible new design elements, but the discussion always returned to the benefits of using the existing designs. Finally, Tex spoke up: "I think we ought to do what Mariana suggested earlier. It makes no sense to me to design new caskets when the existing designs are good enough to do the job.

The others nodded their heads in agreement. José again reminded them of the task force’s purpose and said such a recommendation would not be well received by the council of presidents. Nevertheless, the group insisted that José write a memo to the council of presidents with the recommendation to use existing designs and to begin immediately to design the plant and the manufacturing system. The meeting adjourned and the members headed to the golf course at 10:45 A.M. José returned to his computer and started to write the memo, but he knew it would anger the presidents. He hoped he would not be held responsible for the actions of the task force, even though he was its chair. He wondered what had gone wrong and what he could have done to prevent it.

Caselet 2

Read the caselet carefully and answer the following questions:

4. Explain the events in this case in terms of perception and attitudes. Does personality play a role?

(8 marks) < Answer >

5. What should Susan do? Should she fire Jack or give him another chance?

(6 marks) < Answer >

Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn’t sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution. Susan had been distribution manager for Clarkston Industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background. Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew. Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later. The events of last week,
however, had caused serious trouble. First, a new personnel clerk had come across records about Jack’s past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Jack a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in the area around the office strongbox, which was open during working hours, earlier that same day. Most people assumed Jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money. To her dismay, Susan found that rethinking the story did little to solve his problem. Should she fire Jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire Jack, she would lose everyone’s trust and that some people might even begin to question her own motives.

Caselet 3

Read the caselet carefully and answer the following questions:

6. Identify several concepts and characteristics from the field of organizational behavior that this case illustrates. (8 marks) < Answer >

7. What advice can you give Tony? How would this advice be supported or tempered by behavioral concepts and processes? (6 marks) < Answer >

8. Is it possible to find an "ideal" place to work? Explain. (7 marks) < Answer >

Tony Stark had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Tony had worked for the previous ten years for the O’Grady Company, but O’Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony’s, to cut costs. Fortunately, Tony’s experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece. At O’Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases. Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate Culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn’t know about something, it was easy to find out. The people had been another plus. Tony and three other managers went to lunch often and played golf every Saturday. They got along well personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work. When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O’Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises. As Tony drove, he reflected that “comparable” probably was the wrong word. Indeed, Reece and O’Grady were about as different as you could get. Top managers at Reece apparently didn’t worry too much about who did a good job and who didn’t. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games. Maybe this stemmed from the organization itself, Tony pondered. Reece was a bigger organization than O’Grady and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority. Tony also had had some problems fitting in. His peers treated him with polite indifference. He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that very Saturday. It was at that point that Tony had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.
9. Define OD interventions. What are the various types of OD interventions? (10 marks) <Answer>

10. Define bonus and discuss the different forms of Bonuses? Write a brief note on Payment of Bonus Act of 1965. (10 marks) <Answer>

END OF SECTION C

END OF QUESTION PAPER
Suggested Answers
Organizational Behavior and HRM (MB251) : July 2005

Section A : Basic Concepts

1. Answer :  (e)  
   Reason : Downsizing, Diversity , Knowledge, Information explosion etc are the factors that related to organizational behavior. Business competition is not related to OB. So option ‘e’ is the correct answer.

2. Answer :  (e)  
   Reason : Workers should not be viewed in isolation from others, but as members of a group. Members of a group, and the status that goes with it, is as important to individuals as monetary incentives or good physical working conditions. Informal groups can exercise a strong influence over employees in the work place. Supervisors and managers need to take account of the social and psychological needs of employees in securing their commitment to organizational goals. All the following assumptions are true.

3. Answer :  (d)  
   Reason : As per Davis, Attitude X situation is motivation. So Situation X Skill = Team performance is not the correct answer. So, option ‘d’ is correct.

4. Answer :  (a)  
   Reason : In ‘Custodial Model’, a manager may penalize the employee for not following his orders and the managerial orientation is that of formal and official authority. So, option ‘a’ is the correct answer.

5. Answer :  (a)  
   Reason : The position created to receive and respond to inquiries, complaints, requests for policy clarifications, or allegations of wrongdoing from employees who do not feel comfortable going through normal channels is referred to Ombudsperson.

6. Answer :  (a)  
   Reason : A group of people who develop and maintain contact to informally exchange information, generally pertaining to a shared interest is referred to as Networks

7. Answer :  (a)  
   Reason : It involves the accomplishment of all or part of a person’s work at home through computer links to their offices.

8. Answer :  (c)  
   Reason : Conscientiousness – Responsible, dependable, persistent and achievement oriented is wrongly matched. So option ‘c’ is the correct answer.

9. Answer :  (a)  
   Reason : The incompatibility that an individual may perceive between two or more of his attitudes, or between his or her behavior and attitudes is referred to as Cognitive dissonance.

10. Answer :  (d)  
    Reason : Gallantry awards are given to fulfill esteem needs. These awards are recognition for the extra-ordinary performance. So, option ‘d’ is the correct answer.

11. Answer :  (d)  
    Reason : When did you feel particularly good about your job – What turned you on and When did you feel exceptionally bad about your job – What turned you off are the two questions asked by Herzberg to the
responded in his two factor theory of hygiene and motivation.

12. Answer: (b)  
   Reason: A process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them is referred to as negotiation. So, option ‘b’ is correct.

13. Answer: (d)  
   Reason: In a Command group, the structure of the group is determined by the organization. It is composed of subordinates who report directly to a given manager. So, option ‘d’ is the correct answer.

14. Answer: (e)  
   Reason: Single Strand – Each tells one another, Gossip – One tells all, Probability – Each randomly tells others and Cluster – Some tell selected others. All of the above statements are true. So, option ‘e’ is the correct answer.

15. Answer: (a)  
   Reason: Reengineering concept lays focus on streamlining “business process” and does not pay much attention to the human social-system.

16. Answer: (d)  
   Reason: Housing facilities, Canteen facilities, Conveyance facilities, Educational facilities to employees and their children are the fringe benefits offered by a firm. Where as bonus is the reward for the contribution made by the employees in achieving success.

17. Answer: (a)  
   Reason: The extent to which an employee’s work meets his personal needs is referred to as Quality of work life. So, option ‘a’ is the correct answer.

18. Answer: (c)  
   Reason: Adding duties and responsibilities to a job so that it provides skill variety, task identity, task significance, autonomy and feedback on job performance is referred to as Job enrichment. So, option ‘c’ is the correct answer.

19. Answer: (e)  
   Reason: In Structural questionnaire Job analysis method, Job analyst sends a questionnaire to the workers and ask them to check the items they perform in their jobs, from a long list of possible task items. So, option ‘e’ is the correct answer.

20. Answer: (e)  
   Reason: The process of lending employees to other firms in times of recession is referred to as Loaning. So, option ‘e’ is the correct answer.

21. Answer: (a)  
   Reason: The process of reducing the manpower of an organization, by not filling the posts which fall vacant due to resignation, retirement or attrition is referred to as Hiring freeze. So, option ‘a’ is the correct answer.

22. Answer: (c)  
   Reason: An extra payment given to the worker beyond their normal wage and is considered as the share of the workers in the prosperity of an organization is referred to as Bonus. So, option ‘c’ is the correct answer.

23. Answer: (b)  
   Reason: 8.33% of salary or wages during the accounting year is the minimum wages to be paid by any organisation as per the payment of bonus act. So, option ‘b’ is correct.

24. Answer: (a)
Reason: Agreements made by a company to compensate executives with bonuses and benefits if a merger, acquisition or demotion displaces them are referred to as Golden parachute. So, option ‘a’ is correct.

25. Answer: (a)
Reason: A reward paid to an employee for his long service with the employer is referred to as Gratuity. So, option ‘a’ is the correct answer.

26. Answer: (b)
Reason: An outside third party is invited to mediate and help the two primary or conflicting parties to reach conciliation. This method of conflict resolution is referred to as Mediation. So, option ‘b’ is the correct answer.

27. Answer: (b)
Reason: Collective bargaining is not a rigid process, it is flexible process. So option ‘b’ is not the characteristic of collective bargaining.

28. Answer: (b)
Reason: The systematic process of growth development by which employees, typically higher level of employees, develop their abilities to manager is referred to as Management Development. So, option ‘b’ is the correct answer.

29. Answer: (a)
Reason: A union which aim at preserving the capitalist society and maintaining the regular employee-employer relationship and competitive production is referred to as a Reformist union. So, option ‘a’ is the correct answer.

30. Answer: (b)
Reason: In Point allocation Method, the rater has to allocate a fixed number of points among employees in the group and good performers are allocated more points than the poor performers. So, option ‘b’ is the correct answer.
Section B: Problems

1. In this case the group exhibited diversity, disharmony, ambiguity and indecisiveness and perversion from the organization goal in decision-making. Students need to elaborate the above-mentioned points.

2. Due to the diverse nature of the group, it could not discuss the very objective. The purpose of the group was to discuss and arrive at new designs that can capture a good market share for the company. But due to the diverse nature of the group they zeroed on the existing designs and very objective was defeated. The team members are from different organizations and from different functional areas.

3. If, I had been in Jose’s position, I would have first made it clear to the group about its objective and the expectations of the Organization. Secondly, I would lay down certain assumptions before the group and ask them to discuss keeping these assumptions in mind. The very first assumption, which I will lay down, will be that, the existing models have become obsolete in the market. In such a situation the group is bound to discuss aspects that are related to new designs.

Being the chairperson of the group, I would convey the outcome of the group decision and request the unit heads of all the different merged units, to send back the decision of the group for further discussion, with clear agenda.

4. An early brush with the law and a short stay in prison had made Susan realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. Susan also gave a chance to Jack perceiving the result from own story. In this case Susan attributed her attitude and situation to Jack and hoped that he too may come up in the organization in a similar way. This is referred to as attribution. Certainly personality plays a role day-to-day life. Individual perceptions, attitudes, behavior, habits etc form a personality of an individual, which influence the behavior at work place.

5. Since the evidence is circumstantial Susan should counsel Jack and give him a last warning to change his attitude if he is guilty. Though there is no clear-cut proof, due his pervious record he is being treated as a probable culprit. It is not fair to fire an employee, without established evidence. There should be strict monitoring on Jack so that he is caught red handed if he has not really given up the habit of stealing. A full-fledged enquiry has to be conducted about the recent happenings, to find out the culprit.

6. At O Grandy, following are the concepts of Organizational Behavior practiced and followed. They are, the organization was decentralized, the work culture was very conducive, organization was more informal in approach, as the job had met personal goals and expectations perfectly Quality of work life was high. The corporate Culture was easygoing. The firm was decentralized, allowing its managers considerable autonomy and freedom. Supportive leadership style and high employee motivation. But Tony experienced a different culture at Recce. This organization is bureaucratic in approach, with out motivation and with centralized structure. There was no harmony and cooperation from peers, superiors and subordinates.

7. Tony should learn to work environment, which is in contrary to the earlier. Change in is a continuous process in any organization probably the present organization has not identified the importance of change. But it is inevitable; in the long run organizations have to undergo change. Tony should observe the norms of the new company and should try to bring change in the new organization by interacting with the top management. He should educate the top management the significance of motivation, Quality of work life, decentralization etc. This initiative may land Tony in trouble as well. But the change should be slow and steady.

8. It is difficulty to find an Ideal work place. In this modern world change is inevitable. Organizations without change cannot survive in this competitive world. The change is initiated either by the employers or the employees. So, no work place may is ideal for all the time or throughout the career as change is persistent. One should judge the competitive advantage of change and train oneself for change. An employee should always change himself according to the circumstance and develop his skills, caliber and knowledge to meet the change. He should be mentally prepared for change to cope up with during the transition Phase.

Section C: Applied Theory

9. MEANING OF OD INTERVENTIONS
   The term OD interventions refer to the planned activities clients and consultants participate in, during the course
of an OD program. These activities aim at improving the functioning of an organization by supporting organizational members to manage their team and organization cultures and processes. Interventions are the vehicles that bring about change. OD interventions are sets of structured activities in which selected organizational units (target groups or individuals) involve in a task or sequence of tasks, where task goals are associated with organizational improvement either directly or indirectly. The action thrust of organizational improvement is the interventions. The OD practitioner plays the role of a professional who is an authority in the theory and practice of OD. The set of four attributes brought in by the practitioner to the organizational setting include, a set of values, a set of positive assumptions about people, organization and interpersonal relationships, a set of laudable goals and objectives for the practitioner and the organization and its members and a set of structured activities that are the means for achieving the values or assumptions and goals.

**CLASSIFICATION OF OD INTERVENTIONS**

The inventory of OD interventions is quite extensive. Here interventions are grouped together in terms of:

- The objectives of the interventions.
- The targets of the interventions.

It is important to understand how different interventions relate to each other in order to plan the overall OD strategy. OD programs are developed to achieve specific goals, and usually several interventions are put together into a "package" to accomplish the goals. The following are the various types of OD interventions.

i. **Diagnostic activities** - Fact-finding activities developed to determine the state of the problem and the "way things are". The methods that are available range from projective devices like "build a collage representative of your place in the organization" (a 'collage' is a picture made by sticking other pictures, photographs, etc. onto a surface) to the more traditional methods of data collection such as questionnaires, surveys, interviews and meetings.

ii. **Team-building activities** - These are a wide range of activities developed to improve the effective operation of system teams. They may be associated with task issues like the way things are done, the skills necessary to accomplish tasks, the resource allocations essential for task accomplishments, or they may be associated with the nature and quality of the relationships between members. Moreover, consideration is given to different types of teams that may exist in the organization, like formal work teams, temporary task force teams, newly constituted teams and cross-functional teams.

iii. **Intergroup activities** - These activities are aimed at improving the effectiveness of interdependent groups. They emphasize on joint activities and the output of the groups that is considered as a single system and not two subsystems. Best examples would be production and quality control, production and marketing, etc. Activities are generally termed as inter group or interface activities when two groups are involved. The OD activities of more than two groups are referred to as organizational mirroring.

iv. **Survey feedback activities** - Similar to and related to the diagnostic activities mentioned in that they are a large component of those activities. However, they are prominent enough to be considered on their own, separately. These activities focus on actively working the data produced by a survey and developing action plans based on that data.

v. **Education and training activities** - These activities are designed with the intention of improving skills, abilities, and knowledge and attitudes of individuals. Several activities and approaches are available and possible. For example, an individual can be trained along with his work group or in isolation from his work group (like T-group that consists of strangers). The activities may be directed towards improving either technical skills or interpersonal competence, or directed towards leadership issues, responsibilities and functions of group members, decision making, problem solving, goal setting and planning, etc.

vi. **Techno-structural or structural activities** - These activities have been designed to improve the effectiveness of the technical or structural inputs and constraints that affect individuals or groups. These activities may be in the form of: Experimentation with new organization structures and evaluation of its effectiveness in relation to specific goals, Creating new ways to bring technical resources to bear on problems. These structural interventions are defined as "the broad class of interventions or change efforts aimed at improving organizational effectiveness through changes in the task, structural and technological sub systems." Certain forms of job enrichment, management by objectives, socio-technical systems, collateral organizations and physical setting interventions, are included in these activities.

vii. **Process consultation activities** - The consultants' activities that "help the client to perceive, understand, and act upon process events which occur in the client's environment." These activities give a more accurate description of an approach, a consulting mode wherein the client is given insights into the human processes in organizations and taught skills to diagnose and manage them. Primary focus is on processes like communications, role of members and leaders in a group, problem solving and decision-making, group norms and group growth, leadership and authority, and inter group cooperation and competition.

viii. **Grid organization development activities** - Blake and Mouton's grid is a six phase change model that involves the entire organization. Most of these programs use internal resources and may take as much as three to five years to be completed. The model begins with the enhancement of skills and abilities of individual managers, and then moves to team improvement activities and further into inter group relations activities. The final
phases concentrate on corporate planning for improvement, developing implementation tactics, and ends with an evaluation phase where change in the organization culture is assessed.

ix. **Third-party peacemaking activities** These activities are conducted by a skilled consultant, the third party, to enable two organization members to manage their interpersonal conflict. Confrontation tactics and an understanding of the underlying processes in conflict and conflict resolution form the basis for these activities.

x. **Coaching and counseling activities** Here, the consultant or other organization members work with individuals to help them in: defining learning goals, learning how people see their behavior and learning new ways of behavior to find out whether these help better in the achievement of goals. The non-evaluative feedback given by others to an individual is the most important feature of this activity. The second important feature is the joint exploration of alternative behaviors.

xi. **Life-and-career planning activities**: Activities that help people to focus on their life and career objectives and the means of achieving them. Structured activities lead to production of life and career inventories, discussions about goals and objectives, and evolution of capabilities, needed additional training, and areas of strength and deficiency.

xii. **Planning and goal setting activities**: These activities include theory and experience in planning and goal setting, using problem solving models, planning paradigms, discrepancy between ideal organization and real organization models, and the like. The main goal of these activities is to improve skills at the individual, group and organizational levels.

xiii. **Strategic management activities** - These activities enable key policy makers reflect systematically on the basic mission and goals of the organization and its environmental demands, threats and opportunities and be involved in long-range action planning of both reactive and proactive nature. These activities are directed in two important directions - outside the organization taking into consideration the environment, and away from the present to the future.

xiv. **Organizational transformation activities** - These activities are engaged in large-scale system changes and are designed to bring about a fundamental change in the nature of the organization. Almost every aspect of the organization is subjected to change management philosophy, reward systems, the work design, organization structure and mission, values and culture of the organization. Total quality programs are transformational, in addition to programs to create high-performance organizations or high-performance work systems. Socio-technical systems theory and open systems planning provide the basis for these activities.

Each of these groups of interventions comprises many activities and exercises in it. It includes both conceptual material as well as actual experience with the phenomenon being studied. Some groups of interventions are directed toward specific targets, problems or processes. For example, team-building activities are directed towards intact work teams while the life planning activities are specific to individuals, though this activity occurs in group settings. Some activities like third-party peacemaking and goal setting are problem specific. Some other activities like Intergroup activities in which the process involves managing interfaces are process specific.

10. **Bonus** is an extra payment given to the workers beyond their normal wage. Started as an ad hoc and ex-gratia payment, bonus was claimed as dearness allowance during World War II. Subsequently, under the payment of Bonus Act, 1965, it became a legal right.

Bonus is the share of the workers in the prosperity of an organization. It is a deferred wage, which aims at bridging the gap between the actual wage and need-based wage. Bonus given to employees in different forms. The are:

i. **Annual Bonus**: These bonuses include both cash and stock payment. Payment of such bonuses should be matched with the needs of the employees. For example, middle-aged employees desire cash bonus to meet the needs of a growing and maturing family.

ii. **Production Bonus**: These bonuses are paid to workers who surpass minimum production standard given. Bonus is paid based on the cost saving associated with higher productivity.

iii. **Performance Bonus**: These bonuses are frequently used incentive plan for management employees. Bonus is paid on the basis of the overall judgment about a manager's or an employee's contribution in achieving the standards and goals of organization.

iv. **Spot Bonuses**: These bonuses are cash awards for extraordinary achievement or performance of the employees. They are given spontaneously and are usually intended to award individual performance that is not regularly recognized in other ways.