



Mapping of Course Outcomes with Question Papers

Academic Year 2020-21
Batch 2020-22
Program MMS
Specialization General Management
Semester I
Course **Organizational Behaviour**
Faculty Prof. Richal Tuscano

Course Outcomes:

CO1: List and define basic organizational behaviour principles, and analyze how these influence behaviour in the workplace

CO2: Enhance critical thinking and analysis skills through the use of management case studies and group exercises

CO3: Express own management style as it related to influencing and managing behaviour in organization system

Question Number	CO 1	CO 2	CO 3	CO 4	CO 5
Q1 A	*	*	*		
Q1 B	*	*	*		
Q2. A	*	*	*		
Q2. B	*	*	*		
Q3. A	*	*	*		
Q3. B	*	*	*		



TIMSR

Program: MMS **Semester: I**
Course: Organizational Behavior
Month & Year: April 2021

Seat No:
Duration: 2 Hours
Marks: 40 marks



Instructions. - Attempt Any 2 case studies
 Figure to the right indicate marks in full.

Case Study : 1

Microsoft has one of the lowest employee turnover rates in the IT industry; however, there is room for improvement. Top talent is currently leaving Microsoft to pursue Internet start-ups or jumping ship to Google. The loss of these key employees represents a serious threat to the success of the company in the future. Recognizing this problem, Microsoft is actively identifying its top talent and developing ways to make jobs more attractive.

Employee engagement appears to be the buzz in corporate America/Studies show that employees who are engaged are more productive, profitable, and customer focused and less likely to leave the organization. According to Dr. Beverly Kaye, an expert on career issues in the workplace, what employees want is a relationship with their managers, so managers have to act more like coaches, not bosses. Some of the factors that always rank at the top with regard to what gets employees engaged and what they value in a job include career opportunities and development, great people to work with, and a great boss.

Microsoft is meeting the challenge of improving worker morale head on to retain its employees. My Microsoft is a program introduced by the company to provide some of the attractive amenities that other IT companies offer employees. This program will include a wide range of incentives focused on improving the working conditions and culture of the company, such as a set of lifestyle perks and a management development program.

Microsoft's new program is an initial step to improve the morale of employees, but only time will tell if this program is attractive enough to retain employees.

Questions

20 Marks

1. **What are the factors causing the brain drain at Microsoft? Explain**
2. **Is Microsoft's organizational structure having an impact on its organizational commitment level? Explain**

Case Study: 2

What lures 40 million customer to visit Starbucks each week? Customers will pay a higher price for a cup of coffee, compared with that in other local establishments, because Starbucks delivers consistent product and service quality to give customers a "Starbucks Experience" that is inimitable in the industry. The ability to set a new benchmark in product quality and customer service has been the cornerstone of its business.

Starbucks's excellent global reputation developed from management's belief in human capital in treating employees as the company's greatest asset. Jim Donald, CEO and President of Starbucks, believes that human resources should attend every strategic discussion concerning the company. By aligning human resources management, and strategic management, the corporation created a corporate culture that focused on delivering world-class customer service to customers. Employees at Starbucks are expected to cooperate and work together to meet the demand of their customers.

Starbucks attracts and retains the best and the brightest in the industry due to the high level of satisfaction that employees receive while on the job. To increase employees' passion to deliver high levels of customer service, Starbucks offers a multitude of training options to employees so they may become coffee masters. Starbucks has created a competitive advantage by creating a workforce that is very knowledgeable and passionate about what it does.

Questions

20 Marks

1. Do you believe that Starbucks's corporate culture has given the organization a competitive advantage in the industry? Explain.
2. What makes Starbucks more desirable to work than other coffee shops? Would you prefer to work at Starbucks? Why or why not?

Case Study: 3

Two friends, Rohit and Veena work at a local supermarket to make ends meet and help pay for their college education. Veena works for Jeevan, who everyone admires for her friendly and relaxed management style. Veena enjoys her work arriving and leaving work each day with a smile, but Rohit often grumbles and complains about his work and his boss, Dharam.

Most employees want to work for Jeevan as he often assigns different duties, so workers do not get bored. Jeevan even encourages his employees to reorder items from vendors when stocks are running low. Rohit's supervisor Dharam prefers most of his employees to work in the same area, as he believes that is the best way to master a job. Rohit has to stock the same supply each day in the store's supply room. After a particularly boring morning, Rohit meant Veena for lunch. He had a look of disgust on his face.

"Bad day again?" asked Veena

Rohit reported, "I stocked potatoes all day, what do you think?"

Veena inquired, "Why don't you tell your boss, Dharam that you want to do something else?"

Rohit frowned, "I don't even care anymore, what's the point?" "How's your going?"

Veena replied "Pretty good, actually, Jeevan and I met earlier today, and we both set a goal for me next week"

"Wow! That's great". Rohit said

Veena replied, "It will be tough but I will do my best, as Jeevan has promised me a bonus of rupees 5000".

Rohit said, "I would probably leave my job if I didn't have to pay my tuition fees."

"Look on the brighter side at least you make more money than Ritu" replied Veena.

"That's true", sighed Rohit, "but I hate my boss and I hate my job".

Questions

20 Marks

1. Discuss Rohit and Veena in terms of each person's job attitude, that is, job satisfaction, organizational commitment
2. Apply motivation theories, that is, Expectancy theory and equity theory to the situation faced by Rohit and Veena.

