

Eastern University, Sri Lanka
Faculty of Commerce and Management
Second Year First Semester Examination in BBA Hons and BCom Hons –
2020/2021

Proper/Repeat (Feb/Mar 2023)
HRM 2023 Organizational Behaviour Management

Answer All Five (05) Questions

Time: Three Hours

Q1. Read the following Case Study and answer the questions given below.

McDonald's responds to the COVID-19 crisis

McDonald's Corporation operates in nearly 120 countries around the world. As a large global restaurant chain founded in 1955, it has extensive experience in adjusting to changing business conditions. While a potential pandemic was already in the organization's risk preparation program, COVID-19 has impacted every community in ways no one could have fully forecast, and its rapid acceleration pushed the company to move quickly.

McDonald's level of risk preparedness, experience in managing health and safety concerns, and supply chain planning all came into play. "COVID-19 became part of everyone's job," said Bill Garrett, senior vice president and head of the U.S. COVID-19 response team at McDonald's. "We pushed ourselves to think differently about many things including menu, operating procedures, and how to serve our customers and employees (in both restaurants and corporate offices) in new and different ways that prioritized their safety."

Mobilizing leadership teams to enable agility to make better decisions

As part of its response to the pandemic, McDonald's developed an agile model and team structure that supported integrated decision-making. A COVID-19 leadership team led the charge, reporting to McDonald's U.S. senior leadership, which initially met three times daily to address quickly changing information and evolving recommendations. Subgroups, focused on a specific area of the business, brought their own solutions—for example, a team focused on enhancing more than 50 processes in U.S. restaurants as part of the swiftest operational transformation in the company's history; another team focused solely on engaging with third-party experts to provide

ongoing counsel and expertise on emerging science in infection prevention and control and share best practices to mitigate the spread of COVID-19.

Employee resources and support were also critically important, with sub-teams focused on office re-openings or dedicated to employee health and wellness. This structure allowed the company to address the pandemic on multiple levels in a targeted way—and agility was crucial. “We have empowered our functional leaders to make necessary decisions to help protect people and our business, but we also wanted to provide consistency in our approach to the pandemic to ensure we emerged stronger than ever from this crisis – having common principles supported this approach,” Garrett said.

Using data and feedback to build trust and confidence in operating restaurants and offices

Integrated decision-making was at the heart of driving safety-focused procedures for McDonald’s crew and corporate employees. McDonald’s opened a new state-of-the-art headquarters in downtown Chicago in 2018, but its open concept required a cross-functional team of HR, legal, global safety, and others to create an office toolkit that addressed multiple dimensions of working in an open-concept design during COVID-19. The goal is to help ensure that employees are safe and feel confident—and that the collaborative approach is successful.

“People were surprised at how safe they felt when they walked into the office, so we were very proud of the team that worked together to make that happen,” says Sheri Malec, Senior Director of Workplace Solutions at McDonald’s. “In reflecting on lessons learned during this time, one of my key takeaways is agility. The situation is changing so rapidly so you have to be ready to respond as new data comes out or new scientific recommendations are released.”

Accelerating employee support pre- and post-pandemic

Along with many other organizations, the pandemic has meant McDonald’s is now re-examining its thinking about the corporate workforce post-pandemic. The flexibility the company had already put in place before COVID-19 struck laid a strong foundation for changing working conditions and best-supporting employees. “We already had a

system to support our people's personal needs during the workday," said Malec. "The flexibility and working models we had before the pandemic really set us up well to adapt to workforce changes." General support around health and wellness was key at McDonald's along with supporting managers so they could help their people. "We gave them the tools to understand how different employees would be affected and make sure they're adjusting accordingly," said Malec.

(Source: The One Brief. (n.d.). *McDonald's responds to the covid 19 crisis*. Retrieved February 05, 2023, from <https://theonebrief.com/case-study-mcdonalds-responds-to-the-covid-19-crisis-nb/>).

Case Questions

- a) Do you think the conditions exist for teams to be effective in McDonalds? Comment on your answer.

(04 Marks)

- b) Imagine that you are being a part of one of McDonald's cross-functional teams. Give your reasoning on how does cross-functional collaboration help an organization?

(03 Marks)

- c) Which group decision-making technique is best suited to McDonald's in order to support the integrated decision-making approach? Justify your answer.

(03 Marks)

- d) What benefits does McDonald's anticipate from empowering functional leaders to make decisions?

(04 Marks)

- e) How trust in leaders can be developed, particularly in the case of leadership teams. Explain your answer using the "Trust model".

(06 Marks)

(Total 20 Marks)

Q2.

- a) *Choose the most appropriate answer from the options given below. (Write the letter of your chosen answer in the answer script).*

1. Which of the following is an example of an ethical dilemma?
 - A. Should I work extra hours to complete my assignment?
 - B. Should I e-mail my manager about queries on the project?

- C. Should I discuss with the management the perks being offered?
 - D. Should I ask my manager for leave during Christmas?
 - E. Should I play politics to advance my career?
2. Which of the following is the best example of the use of intimidation?
 - A. Anya's boss Kira sets difficult targets and hints that Anya may lose her job if she doesn't meet them.
 - B. Jill's manager Steve rarely considers her business ideas, but he consistently praises the contributions of Jill's colleague Emily.
 - C. Natasha's colleagues often make jokes using cultural or ethnic stereotypes.
 - D. Although Kathleen had spent a long time in the organization, her colleague Gary was promoted to a management position.
 - E. Jane's colleagues recently forgot to invite her to a team lunch, a fact that caused her great distress.
 3. According to the Myers-Briggs Type Indicator (MBTI) classification, people belonging to the _____ type are practical and prefer routine and order and focus on details.
 - A. sensing
 - B. extravert
 - C. feeling
 - D. perceiving
 - E. intuitive
 4. Joe is restructuring departments and creating teams to increase the effectiveness of his departments. Joe remembers that he has learned in an OB course that _____.
 - A. small groups are good for developing ideas
 - B. large groups are better at taking action
 - C. social loafing is the tendency for individuals to expend less effort when working collectively
 - D. team spirit always spurs individual effort and enhances the group's overall productivity
 - E. groups composed of all men or all women are the most effective groups
 5. James approaches his supervisor with data and a logical presentation supporting his request for additional personnel. He is using _____.

- A. consultation
- B. legitimacy
- C. rational persuasion
- D. informational power
- E. exchange

(05 Marks)

- b) *What* are the main components of attitudes? Are these components related or unrelated? (05 Marks)
- c) *Describe* the four ways by which self-efficacy can be increased according to Albert Bandura's Self-Efficacy Theory. (04 Marks)
- d) *Differentiate* the three common organizational designs: simple structure, bureaucracy, and matrix structure. (06 Marks)

(Total 20 Marks)

Q3.

- a) *Fill in the blanks using the most appropriate concept(s) or word(s). (Write the answers in the answer script).*

1. A market researcher who uses his ability to identify a logical sequence to predict demand for a new line of winter clothing is using the _____ dimension of intellectual ability.
2. _____ refers to the tendency of most individuals to experience a mildly positive mood at zero input when nothing, in particular, is going on.
3. In _____, a co-worker or another observer does an independent assessment of personality, with or without the subject's knowledge.
4. Encouraging group leaders to maintain an ongoing minimum level of conflict is part of the _____.
5. The process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is referred as _____.

(05 Marks)

- b) *Explain* the role of surface-level similarity and deep-level diversity in a workplace environment with the appropriate example. (04 Marks)

c) *Distinguish* the terminal values and instrumental values as identified by the Rokeach Value Survey using examples for each.

(04 Marks)

d) *Describe* the impression management (IM) techniques and *evaluate* the impact they have on interview success.

(07 Marks)

(Total 20 Marks)

Q4.

a) The following table shows different situations of making a judgment about others and each is related to a particular concept on that. *Identify* the appropriate concept for each statement.

| # | Description | Concept |
|-----|--|---------|
| 01. | <i>The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others.</i> | |
| 02. | <i>The tendency for individuals to attribute their own successes to internal factors and put the blame for failures on external factors</i> | |
| 03. | <i>The tendency to draw a general impression about an individual on the basis of a single characteristic.</i> | |
| 04. | <i>A situation in which a person inaccurately perceives a second person, and the resulting expectations cause the second person to behave in ways consistent with the original perception.</i> | |
| 05. | <i>Evaluation of a person's characteristics that is affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.</i> | |

(05 Marks)

b) *What* is “emotional intelligence”? *Critically analyze* the concept using the arguments for and against emotional intelligence.

(06 Marks)

c) *Discuss* the strategies an organization might use to turn individuals into team players.

(05 Marks)

d) *Describe* the servant leadership style while discussing its effects on the followers.

(04 Marks)

(Total 20 Marks)

Q5) Please write the very short answer(s) to the following questions in the answer script.

1. The degree to which group members are attracted to each other and are motivated to stay in the group is known as _____. (01 Mark)
2. Noting of difference between things; which means making judgments about individuals based on stereotypes regarding their demographic group is rereferred to as _____. (01 Mark)
3. _____ is an unpleasant psychological process that occurs in response to environmental pressures. (01 Mark)
4. _____ an idea-generation process that specifically encourages any and all alternatives while withholding any criticism of those alternatives. (01 Mark)
5. A situation in which each party to a conflict is willing to give up something is known as _____. (01 Mark)
6. The degree to which employees believe an organization values their contribution and cares about their well-being is called _____. (01 Mark)
7. A designated work group defined by an organization's structure is called _____. (01 Mark)
8. In a _____ employees from about the same hierarchical level, but from different work areas, come together to accomplish a task. (01 Mark)
9. Communication that flows from one level of a group or organization to a lower level is _____. (01 Mark)
10. _____ refers to a system of shared meaning held by members that distinguishes the organization from other organizations. (01 Marks)
11. **State** at least two interpersonal roles performed by a manager in an organization. (02 Marks)
12. **Indicate** the two bases of personal power. (02 Marks)
13. **State** the two general approaches to negotiation. (02 Marks)
14. **State** two diversity management techniques that could be implemented by managers in an organization. (02 Marks)
15. **Identify** any two Hofstede's value dimensions of national culture. (02 Marks)

(Total 20 Marks)