

PGDM (RM), 2021-23
Organizational Behaviour & Human resource Management
RM-106

Trimester – I, End-Term Examination: October 2021

Time allowed: 1 Hour 30 Minutes
Max Marks: 30

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper. All instructions on the reverse of the admit card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	3 question (or more) with 3 internal choices (1 question + 1 internal choice) for each CILO (Course Intended Learning Outcome) covered.	3*5	15
B	All questions compulsory with 5 marks per question	15	15
			30

SECTION A – (5 marks * 3 questions) = 15 Marks

A1a What do you understand by 'Job Satisfaction', 'Motivation' and 'Engagement'? (CILO 1)

OR

A1b Studies report that heredity has strong influence on an individual's personality. Critically analyze. (CILO 1)

A2a What are the most uniquely inbuilt people related challenges of retail industry? Supplement your answer with examples. (CILO 2)

OR

A2b What are the most commonly committed Perceptual Errors that can affect the efficiency of a team, negatively? (CILO 2)

A3a Use all three components of expectancy theory to explain why some employees are motivated to show up for work during a severe storm whereas others make no efforts to leave their home. (CILO 3)

OR

A3b What do you understand by 'ABC Model' of Attitude? What are the implications of attitudes at the workplace with reference to Retail sector? Justify citing suitable examples. (CILO 3)

SECTION B – CASE STUDY (5 marks * 3 questions) = 15 Marks

The Royal Bank of Scotland Group (RBS) is one of the largest Financial services companies in the world. It provides a range of services including banking and insurance. The RBS' Group operates in Europe, the US and Asia, serving more than 36 million customers' world-wide. It employs more than 140,000 people. As a major company, RBS needs to recruit the best employees it can. RBS is a leading employer and therefore offers a range of great job opportunities. People can start their working life by joining from school or from university. There are many types of job available. One includes working in a branch of the bank and other at head office in roles like marketing or sales.

What is it that makes people want to work harder than others? Some key theories are:

Taylor and 'scientific management'. This theory said that every job could be measured by the amount of work done or the number of pieces made (this is known as the 'piece rate'). Workers would work harder because they would earn more. Herzberg's theory showed that certain motivation flews needed to be in place first. These were called 'hygiene', for example, a clean work place and good basic pay. Only once these were in place could other factors be brought in to motivate workers. RBS uses a number of factors to motivate its people. These include recognition for a job well done, promotion and other rewards. Maslow hierarchy of needs theory showed that workers had to have their basic needs, such as feeling safe and secure, met first. Only then could they move on to be motivated by other things. However, RBS believes that meeting these higher needs, for example, by recognizing achievement, will motivate employees and help the company to grow. It has put in place a number of benefits to meet these needs.

RBS has a special benefits scheme called Total Reward. One benefit of the scheme is that it provides good basic pay. RBS also provides many flexible benefits in areas like health cover, pensions and childcare. It uses this as part of its strategy to motivate employees. In addition to these benefits, every employee has set targets. These are measured to see how well he or she is doing. Employees can earn a bonus if their targets are reached. There is also a profit-sharing scheme. All employees are paid a bonus of 10% if the company as a whole does well. RBS also supports community projects and charities that care about people, for example, the NSPCC and youth charities. It does this by contributing generously in the fund that the employees raise.

RBS knows that it is important to have a good work-life balance. This is the Tradeoff between time spent at work and spent outside of work. RBS employees have the opportunity to work more flexibly. The RBS "Your Time" program also helps by recognizing that employees may need time off work for reasons other than sickness. They may want to spend more time with their family or perhaps take a career break to go travelling.

RBS knows its employees are its future and rewards and encourages them. It provides a world-class employment package of benefits for every employee, at every level. In RBS, motivation theory comes to life.

Questions:

- 1 Name two motivating factors at RBS while describing the differences between the theories of Taylor and Maslow. (CILO 1)
2. How does RBS' Total Reward package fulfill Maslow's higher levels of needs for motivation? (CILO 2)
3. How does Total Reward contribute to RBS' overall strategy? (CILO 3)