

PGDM (IBM) 2017-19
Subject: Organizational Behavior & HRM
Subject Code: INS- 107
Trimester – 1, End-Term Examination: September, 2017

Time allowed: 2 hrs 30 min

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing **anything** except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

Section A (Short Questions)

Attempt any Three.

3*5=15

1. With suitable examples, differentiate a team from a group.
2. Describe different attributes of 'Big Five model of personality'
3. Why it is important for companies today to make their human resources into a competitive advantage? Explain how HR can contribute to doing this?
4. "Johari Window framework is useful for analyzing inter personal conflict".
Explain
5. Organizational Behavior is multi-disciplinary in approach, justify

Section B (Long Questions)

Attempt any Two.

2*10=20

1. As a manager, it is important not to judge employees based on your expectations. If you do, the Pygmalion effect or Golem effect may occur. Explain it by giving suitable examples.
2. Think of a group in which you have been working. How do the five stage model and the punctuated equilibrium model apply to this experience?
3. The attribution process is inherently inaccurate and subject to bias. In view of this what chance do you think managers have of making accurate assessments of their subordinate's job performance. What could be done to combat these limitations, thereby making these important assessments more accurate?

Section C: Case Study

All the five questions at the end of case study are compulsory. Each question carries equal marks. 15 marks

Where is My Car and the Chauffeur?

Mr. Mahesh Subbarao reached office of Bright Plastics, a high technology based plastics product small scale ancillary for automotive products. A week back he had been selected as head, HRD Department in the company. Today he was to be given an appointment letter along with term and conditions. Mr. Rajesh Awasthi, owner of the company, after arrival handed the letter to him personally after congratulating Mahesh opened the appointment letter and read it in detail. As he read the letter more impatient he became, though everything was fine on the whole. Sitting on a chair he started breathing heavily and suddenly a streak of pain went up to his head through his neck. Mahesh had a very steady growth in his career. He was selected directly from the XLRI in one of the campus drives 21years back in ' Ether Motion Auto Public Ltd.' (EMAL). He

was pleased to get selected as a management trainee in EMAL. During his training he was put on job rotation and had a very good experience of all major functions like production, marketing, finance, human resource, materials, purchase, stores, quality, material planning, purchases etc. He had an inclination towards employee welfare, training and development. After his completion of two year training review was done and looking to his specialization and inclination he was posted as executive in human resource department. Mahesh could make friends easily as he was witty and lively. His cool smile gave a pleasant assurance to others and they were attracted to talk to him. Very soon he became very popular at EMAL. His smile helped him a lot in performing his job of employee welfare. Looking to his performance he was promoted to the post of senior executive as soon as he completed three years as an executive. He got a reasonable jump in salary and was quite satisfied as he was to oversee training and development also. EMAL had an exceptionally low rate of employee turnover. Staff quarters were provided to the employee and the colony had adequate recreational arrangements. Employees had a very peaceful life after office hours, many of them relaxed in lush green gardens. Mahesh was enjoying his job as the new responsibility gave him more flexibility to plan training schedules independently. He had the freedom to choose suitable faculty resource person for various training programmes. In this phase of life he had a great learning too about organizational processes. On completion of fifth year as senior executive he was promoted as manager in human resource department.

There was good communication at EMAL amongst employees. Subordinate employees freely exchanged their thought with their superiors and in turn superior officers were always available for guidance. Though a sense of informality prevailed, each individual was given due respect by others. Mahesh became too much involved in his work as he voluntarily took the responsibility of obtaining 'OSHA' for the company. It took two years of rigorous work throughout the company to get this accreditation. Mahesh was very proud on the day when his accreditation was being provided to the President of EMAL. EMAL recognized the initiative and effort of Mahesh and promoted him to post of General Manager- HR. Mahesh got a well-furnished independent office with a personal assistant and a chauffeur driven company's car. He resumed his office to find

responsibilities still extended. As a G.M. HR along with other house responsibilities he was supposed to keep a close control on ancillaries also. He had to ensure that proper wages, benefits and employee welfare measures were being extended to their employees.

EMAL was having number of ancillaries; one of them was Bright Plastic which was situated next to EMAL. EMAL was purchasing large number of plastic items in huge quantities from Bright Plastics, and therefore, had requested them to locate near by. Mr. Rajesh Awasthi, a first generation entrepreneur had no experience of business. His strong convictions made possible to obtain loan from nationalized bank and set up a dedicated ancillary for EMAL. Bright Plastics was a small scale industry without formal management systems. Company believed in short term focus, therefore lacked foresight and vision. Bright Plastics started with a work force of fifty employees, but with time it has risen to 150. Rajesh these days was too much occupied in material procurement, planning, execution, quality and follow up. He was not able to devote time for employee training, appraisal, welfare etc. By this time Bright Plastics had a requirement of independent HR head.

Small scale industries generally lack funds for recruitment advertisements and same was the case with Bright Plastics. Rajesh therefore was all for head hunting of suitable prospect. In one of the ancillary visit Mahesh came to Bright Plastics for inspection. Not much pleased with the affairs of Bright Plastics he warned Rajesh and gave a blue print of required HR processes. Rajesh was greatly impressed by the knowledge and competence of Mahesh. He then and there offered him a job for handling the responsibility of Human resource at Bright Plastics. He called Mahesh next Monday morning to collect the appointment letter.

Mahesh was delighted to see the first paragraph of appointment letter which stated that he would get a raise of 20% in salary. The letter stated that he will be designated as Head of Human Resource. He would attract an additional travel allowance of Rs. 3000 per month for petrol expenses as 'Bright Plastics' will not be able to provide the car and the chauffeur. He would share the office of Rajesh as there was a shortage of independent office. The appointment was for two years and was revocable if both parties agreed then. Bright Plastics had a small canteen which was not serving lunch,

and therefore, employees had to bring lunch from their home. While taking a round of the company, he found that there was no officer in the company apart from him. Mahesh was in dilemma, what decision he should take?

Questions

1. State the motivational factors at EMAL.
2. List the Hygiene factors at EMAL
3. What are the drawbacks at 'Bright Plastics'?
4. What should Bright Plastics do to create a motivational environment?
5. Which theory of motivation in your opinion suits best to these circumstances?