

PGDM (RM), 2017- 19
Organizational Behavior & HRM
RM-108

Trimester – I, End – Term Examination: September 2017

Time allowed: 2.5 Hours

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.

SECTION - A

[Marks-15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. What do you understand by 'Job Satisfaction', 'Absenteeism' and 'Employee Engagement'?
2. Studies report that heredity has strong influence on an individual's personality. Comment.
3. What are the pros and cons of recruiting temporary employees during festive season in a store dealing with women apparel and accessories?
4. What do you think will be the greatest challenges in training the front desk staff and the house keeping staff of a five star hotel?
5. What are the most commonly committed Perceptual Errors that can affect the efficiency of a team, negatively?

SECTION - B

[Marks-20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

1. What are the most uniquely inbuilt people related challenges of retail industry? Supplement your answer with examples.
2. You are working as the Asst. Store Manager of a luxury brand dealing with watches, accessories and leather products, located at Kolkata. The local talent available to you for the position of Customer Care Executives needs excessive grooming and training. What sources of recruitment will you explore? Also design the selection process of the trainees.
3. 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.

SECTION - C

Please read the case and analyze the situation mentioned in the case. There are 3 questions given in the case, each carries 5 marks. (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 45 million customer's world-wide. It employs more than 240,000 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 jobs 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 factors, 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's 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.
- 2 How does RBS' Total Reward package fulfill Maslow's higher levels of needs for motivation?
- 3 How does Total Reward contribute to RBS' overall strategy?