

PGDM (RM) 2022-24
Organizational Behaviour & HRM
RM-106
Trimester – I, End-Term Examination: September 2022

Roll No.....

Time allowed: 2 Hrs
Max Marks: 40

Instruction: Students are required to write Roll No on the cover page of the Answer Sheet. All other instructions on the question paper / Admit card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 4 questions with internal choices and all COs (Course Intended Learning Outcomes) covered in the Question Paper	4* 5	20
B	Compulsory Case Study	2*10	20
			40

SECTION A

(5 marks * 4 questions = 20 Marks)

There are 4 questions in this section. All questions are compulsory. Each question carries 5 marks.

A1a) In understanding the process of perception, do you agree with the observation that people are human information processors? Why? (CO 1)

OR

A1b) Briefly give an example of an inequity that a manager of a small business might experience. How would the manager strive to attain equity in the situation you describe? (CO 1)

A2a) Explain some of the needed skills for leaders/managers to be effective? List three major characteristics of these skills? (CO2)

OR

A2b) Job stress can have physiological, psychological, and behavioural effects. Give an example of each with special reference to Retail Sector.

A3a) Describe some of the major symptoms of groupthink? Give an example from your own experience where groupthink may have occurred in your class group? (CO 3)

OR

A3b) You are the Store Manager of a well-known Luxury Brand responsible for establishing a new Luxury Store in South Delhi. What measures would you take to handle social loafing in your team of 4 people all residing in Delhi since their school days.

A4a) Critically analyse the statement that “the various psychological processes can be thought of as pieces of a jigsaw puzzle and personality as the completed puzzle picture.” (CO 1)

OR

A4b) “Diversity has become a very important dimension of today’s organizations”. In the light of this statement state the major reasons leading to this change. (CO 1)

SECTION B – CASE STUDY

Note: Analyse the case and answer the two questions. Each question carries 10 marks. (10*2= 20 Marks)

Round-the-Clock Stress

Many employees feel that on-the-job stress is difficult to control, but at least when they get home they can relax. However, as the nature of work changes, the home is no longer the sanctuary it once was. With advanced information technology and customer demands for 24-hour service, an increasing number of employees are on call at all times or working the “graveyard” shift that used to exist only for factory workers. For example, today there are numerous Wal-Mart stores, Walgreens drugstores, and supermarkets that never close. And consider the Heartland Golf Park in Deer Park, Long Island. A golfer who wants a late evening tee-off time can get one up to 3:00 A.M. The strategy has proven so popular that within 90 days of the time it was introduced, the wait time at midnight had grown to two and a half hours. Avid golfers do not mind, however, as the course is well lit and they can play as if it were high noon. All around the country, businesses are realizing that there is a great deal of profit that can be added to the bottom line if they remain open outside of “normal” hours. One research firm estimates that this strategy can add 5 percent to overall profits, a hefty sum given that more and more businesses are finding their profit margins being narrowed by the competition.

In some cases, the decision to expand working hours has been a result of customer needs. Kinko’s Inc. moved to a 24-hour schedule when people literally started banging on their doors after regular business hours and asking them to let them come in for desperately needed photocopies. As a news article recently put it, “The company’s . . . stores are magnets for ambassadors of the night: everyone from dreamers pursuing secret schemes and second careers to executives putting the final touches on tomorrow’s presentation.” In Chicago, Kinko’s set up an office in the lobby of the Stouffer Renaissance Hotel, a favourite spot of international executives. Customers from different time zones had been coming down at odd hours to ask the hotel to fax materials abroad and to help them with their desktop

publishing. The hotel was not equipped to provide these services, so it asked Kinko' to help out. The guests are delighted with the new service, and the hotel is happy to be able to accommodate them thanks to their profitable arrangement with Kinko's. Banks have also begun to offer 24-hour service. In addition to their ATM machines, which can be found just about everywhere, some banks now offer round the- clock service: customers can call in and find out within 10 minutes whether they qualify for a new-car loan. A growing number of banks also offer after-hours customer services ranging from safe deposit boxes to \$1,000 credit lines to overdraft protection. All the customer has to do is call in at any hour and provide the necessary information. Some critics are concerned that this development will result in increasing costs to business and added stress to employees. After all, when people work late at night or put in a 15-hour day, they are likely not only to make far more mistakes than if they were on a 9-to-5 schedule but also to become fatigued and burned out.

Nevertheless, at the present time approximately two thirds of all U.S. workers, around 75 million people, do not work traditional 9-to-5 hours—and the number is definitely growing. Additionally, organizations that are engaged in international business, such as brokerage firms, are finding that their operations in Europe and Asia require them to keep odd hours. A U.S.-based broker must be up or on call in the wee hours of the morning because Europe's stock exchanges are doing business. By the time the broker wraps up trading on the Pacific Stock Exchange in the early evening (Eastern Standard Time), there are only a few hours before the Asian stock exchanges open. Simply put, in an increasing number of businesses, it is possible to work round the- clock—and, of course, to pick up the stress that goes along with this lifestyle.

1. How would a Type A personality and a Type B personality feel if his or her organization suddenly announced that everyone was to be on call 24 hours a day because the company was moving to round-the-clock customer service?
(CO1&3)
2. What are some ways employees and their organizations could cope with the stress caused by these new round-the-clock developments?
(CO1&3)