

PGDM (IBM) 2016-18
Subject: Human Resource Management and O.B.
Subject Code: INS- 107
Trimester – 1, End-Term Examination: September, 2016

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. Provide one example each for Pygmalion effect and Golem effect
2. All managers are not leaders, comment.
3. Give an example of complimentary transaction and a crossed transaction
4. The field of Human resource as a discipline moved from Personnel Management to Human Resource management to Strategic Human resource Management, comment.
5. Type A Vs. Type B personality

Section B (Long Questions)

Attempt any Two.

2*10=20

1. Compare and contrast Maslow's hierarchy of needs theory with (a) Alderfer's ERG theory and (b) Herzberg's two factor theory.

2. Think of a group in which you participated during the past three years. Describe and explain the degree to which the development of this group matched the five stage model of group development
3. Think of a current or past relationship with someone who had much more power than you. How would you describe that person's relative use of the five interpersonal conflict management styles? How would you evaluate that person's conflict management effectiveness?

Section C: Case Study

All the Three questions at the end of case study are compulsory.

15 marks

Fudge the Numbers or Leave

Sara page joined Micro Phone- a large telecommunications company with headquarters in Denver – almost two months ago to take over the implementation of a massive customer service training project. The program, lodged in human resources, was rumoured to be a favourite of CEO and had been created by Kristin Jurgen. Industry competition was heating up and the strategies of the company called for being the very best at customer service. That translated into having the most highly trained people in the industry, especially those who would work directly with customers.

Two months earlier, Jurgen had formed a crash team in human resources to develop a new training program that could address those needs. It called for an average of 1 (one) full week of intense, highly effective training for each of 3000 people, and it had a price tag in the neighborhood of \$40 million. Jurgen's team – made up of several staffers who already felt overwhelmed with their day to day workload rushed to put the proposal together. It was scheduled to go to company's board of directors in December.

Jurgen needed someone well qualified and dedicated just to manage and implement the project. Page had 8 years of experience, a list of significant accomplishments and advanced business degrees in finance and organizational behavior. But perhaps what jurgen failed to see in Page was the quiet moral compass that she invariably followed, even at the risk of her own welfare.

When Page agreed to come abroad, Jurgen expressed her relief and confidence in Page's ability to make the program work. And those closest to Jurgen believed that she was hoping this

project alone would give her the "star quality" needed to earn a promotion from Jack Davies, a charismatic chief executive who had told her he was pleased with her plans thus far.

But 6 weeks ago Jurgen had asked Page to look over the plan. "I don't think you will find any major problems" she said. "Just tidy it up for submission to the guys over at strategic planning. They will take a look at it before it goes on the board." Page's first cursory review turned up a few inconsistencies. Jurgen's unspoken reaction to Sara Page's findings seemed odd, as if she were secretly harboring the thought, "You located some mistakes. I hate you finding them."

When page conducted a second and more thorough review, she found some assumptions built into the formulas of the proposal that raised red flags. She asked Dan Sotal, the project's team coordinator, about her concerns. The more he tried to explain how the financial projections were derived, the more Page realized Jurgen's proposal was seriously flawed.

But no matter how she tried to work them out, the most that could be squeezed out of the \$ 40 million budget was 20 hours of training per person, not 40, as everyone had expected for such a high price tag.

Today was the day that Page was to discuss her review with Jurgen, a consultant and one other human resource staff member. She knew that despite the fact that this proposal had been developed largely before she came on board, it would bear her signature. She carefully walked everyone through what she described as significant problems with the program and its potentially devastating consequences. Jurgen tapped her pencil on the table top for a few minutes before she stood up, leaned forward, and interrupted Page, quietly saying, " Sara, make the numbers work so that it adds up to 40 hours for each employee and stays within the \$40 million figure."

Page looked up at her and said, "It can't be done unless we either change the number of employees who are to be trained or the cost figure..." Jurgen's smile moved into place and the crow's feet around the corners of her eyes deepened as she again interrupted: "I don't think you understand what I am saying, make the previous numbers work."

Stunned, Page belatedly realized what was being asked of her. Jurgen adjusted her glasses and continued to stare coldly at Page. The other two people at meeting sat frozen in their chairs, while page considered what she should do.

(Source: Published in Organizational Behaviour by Hellriegel and Slocum, Thomson)

Questions:

1. Make a list of possible differences in perceptions between Sara Page and Kristin Jurgen.
2. What attributions would you expect Page to make about Jurgen's behavior? What attributions would you expect Jurgen to make about Page's behavior?
3. If you were Sara page, what would you do?