

PGDM (RM) (2016-18)
Organizational Behaviour & HRM
RM- 104

Trimester – I, 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.

SECTION - A

[Marks: 3*5 = 15]

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

1. What are the challenges of effective Human Resource Management in Retail Industry?
2. What is Social Perception and how is it applicable to the field of OB?
3. What steps can be taken to minimize the potentially harmful effects of stress on the job?
4. How, specifically, can jobs be designed/reengineered in an effort to enhance motivation.
5. How does the phenomenon of social loafing influence the performance of individuals in group settings?

SECTION - B

[Marks: 2*10 =20]

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

1. One of your employees has come to you with a written statement that the work hours are not fair and he is facing health issues due to this. Assume yourself as HR Head of all the stores located in Northern Region of an Electronic Giant, which is already plagued with high attrition. What steps would you take to handle this employee?
2. What are the major causes and consequences of organizational conflict? In what ways can it be managed effectively?
3. You are the manager of a high-end apparel, jewelry and accessories brand for women with operations in all the metropolitan cities of the country. It has a unique brand image of being a store having all women employees as front line executives and hence employs only females for managing its customer services at the store. You have to submit a note to the management indicating the major areas of concern related to their motivation and engagement along with the suggestions for handling them.

SECTION - C

[Marks: 3*5=15]

Please read the case and analyze the situation mentioned in the case.

Inside the *peloton*: Social Dynamics of the Tour de France

Each July bicyclists, race across the French countryside in the Tour de France. The race, first run in 1903, now consists of about 180 of the world's best cyclists, who meander through tiny village, up and down steep mountain grades and after a grueling 3,407 kilometers (slightly over 2,117 miles), complete their 23-day-long journey along Paris's famed Champs-Élysées. The winner goes €400,000 (currently about US\$ 517,840). For seven consecutive years (until 2009, when Alberto Contador became the official winner) American Lance Armstrong crossed the finish line first, but despite how it may look from the outside, the Tour, as it is called for short, is very much a team sport.

To appreciate the team dynamics, it's necessary to understand what goes on inside the *peloton*, a cycling term for "pack"—a picturesque mob of competing teams seen gliding along the route. The complex social arrangements that occur within them belie the bucolic surroundings in which they peddle. As one observer put it, "What appears to be a random mass of bicycles is really an ordered, complex web of shifting alliances, crossed with brutal competition, designed to keep or acquire the market's most valued currency energy "

Pelotons consist of 20 teams of nine riders, each of whom has a specialty. For example, there are *roulers*, two or three particularly fast riders who help create drafts for their team's leader in flat terrain; *hill specialists*, who have the strength and stamina to support the leader in gaining ground by creating a slipstream (a field of low wind resistance) as they go up mountains; and *domestiques*, usually new riders who wear shoulder bags to help carry supplies between the team car and various team members. Together, these individuals have a common objective: to position leaders for a win.

It's not only members of one's own teams who work together, sometimes, tiny groupings of enemies from different teams form momentary alliance when race decisions dictate—sometimes hundreds per day. For example members of two opposing teams riding knuckle-to-knuckle at 60 mph may help one another by cutting temporary deals, each taking turns blocking others through upcoming twists and turns. As longtime Tour commentator Phil Liggett observed, "You have to make friends of enemies. And just as quickly, enemies of friends."

Within the *peloton*, unspoken rules develop. For example, riders may be given a chance to lead the pack, such as when they enter their hometowns (allowing them to enjoy the glory and admiration) and when they go to areas with lots of television coverage (allowing them to please their sponsors). Cooperation between teams also is important when nature calls. Usually, bathroom breaks (more actually, trips to the woods) occur when everyone agrees they will.

During one race however, French rider Dante Cocco took it upon himself to defy the rules. When everyone stopped for a break, he charged ahead. Later, when he took his own bathroom break, some other cyclists grabbed his Bike and threw it into a ditch. Slowed down and ostracized, Cocco's team had to get him another bike. He finished in next-to-last place that year and never again rode in the Tour. Lesson learned.

Questions

1. What examples of role differentiation are found in this case? To what extent do they help achieve the desired goals?
2. What social norms are illustrated? How do they help each team's mission, and how are they enforced?
3. Teams of nine are used in this case. Do you think they would be more effective if they were smaller in size, or does the situation dictate the team size used? To what extent would larger teams help or hinder effectiveness?