

Post Graduate Diploma in Management, (2013-15)

ORGANIZATIONAL BEHAVIOR

IB - 207

Trimester I, End-Term Examination, September 2013

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. Some people have suggested that the understanding of human behavior at work is the single most important requirement for managerial success. Do you agree or disagree with the statement? Why?
2. Describe how the 'Big Five' personality attributes might affect a manager's own behavior in dealing with subordinates.
3. Identify four groups to which you belong. Identify each as formal or informal. Why did you join each group?
4. What do you think are the two most important challenges for HR managers in the next five years? Why do you pick these two?
5. What is the significance of employee selection? What are the costs of a bad quality selection?

SECTION - B

[Marks-20]

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

1. How do you distinguish between leaders and managers? On the basis of any of the prominent theories of leadership, explain the styles of leadership according to that theory and its implications for the organization
2. Discuss the importance of training towards the development of an organisation. Briefly discuss three methods of on the job training and three methods of off the job training.
3. Write short notes on any two:
 - a. Herzberg's Two Factor Theory
 - b. Functional and dysfunctional conflicts
 - c. Job analysis, job description and job specification
 - d. Functions of HR managers

SECTION – C

Analyze the case study and answer the questions that follow.

[Marks- 15]

Ms. Subhashini had graduated with a degree in foreign languages. As the child of a military family, she had visited many parts of the world and had traveled extensively in Europe. Despite these broadening experiences, she had never given much thought to a career until her recent divorce from Mr. Srinivas.

Needing to provide her own income, Ms. Subhashini began to look for work. After a fairly intense but unsuccessful search for a job related to her foreign language degree, she began to evaluate her other skills. She had become a proficient typist in college and decided to look into secretarial work. Although she still wanted a career utilizing her foreign language skills, she felt that the immediate financial pressures would be eased in a temporary secretarial position.

Within a short period of time, she was hired as a clerk/typist in a typing pool at Life Insurance Company. Six months later, she became the top typist in the pool and was assigned as secretary to Mrs. Arora, manager of marketing research. She was pleased to get out of the pool and to get a job that had more variety in the tasks to perform. Besides, she also got a nice raise in pay.

Everything seemed to proceed well for the next nine months. Mrs. Arora was pleased with Subhashini's work, and she seemed happy with her work. Subhashini applied for a few other more professional jobs in other areas during this time. However, each time her application was rejected for lack of related education and/or experience in the area.

Over the next few months, Arora noticed changes in Subhashini. She did not always dress as neatly as she had in the past, she was occasionally late for work, some of her lunches extended to two hours, and most of her productive work was done in the morning hours. Arora did not wish to say anything because Subhashini had been doing an excellent job and her job tasks still were being accomplished on time. However, Subhashini's job behavior continued to worsen. She began to be absent frequently on Mondays or Fridays. The two-hour lunch periods became standard, and her work performance began to deteriorate. In addition, Arora began to suspect that Subhashini was drinking heavily, due to her appearance some mornings and behavior after her two-hour lunches.

Arora decided that she must confront Subhashini with the problem. However, she wanted to find a way to help her without losing a valuable employee. Before she could set up a meeting, Subhashini burst through her door after lunch one day and said :

“I want to talk to you Mrs. Arora.”

“That's fine,” Arora replied, “ Shall we set a convenient time?”

“No ! I want to talk now.”

“OK, why don't you sit down and let's talk?”

Arora noticed that Subhashini was slurring her words slightly and she was not too steady.

“Mrs. Arora, I need some vacation time.”

“I’m sure we can work that out. You’ve been with the company for over a year and have two weeks’ vacation coming.”

“No, you don’t understand. I want to start it tomorrow.”

“But, Subhashini, we need to plan to get a temporary replacement. We can’t just let your job go for two weeks.”

“Why not? Anyway anyone with an IQ above 50 can do my job. Besides, I need the time off.”

“Subhashini, are you sure you are all right?”

“Yes, I just need some time away from the job.”

Arora decided to let Subhashini have the vacation, which would allow her some time to decide what to do about the situation.

Arora thought about the situation the next couple of days. It was possible that Subhashini was an alcoholic. However, she also seemed to have a negative reaction to her job. Maybe Subhashini was bored with her job. She did not have the experience or job skills to move to a different type of job at present. Arora decided to meet with the Personnel Manager and get some help developing her options to deal with Subhashini’s problem.

Questions:

1. What is the problem in your opinion? Elaborate.
2. Assume that you are the Personnel Manager. What are the alternatives available with Mrs. Arora?
3. What do you consider the best alternative? Why?