

**PGDM (RM) 2013-15**  
**Organisational Behaviour**  
**Subject Code: RM106**  
**Trimester I, End-Term Examination: September-2013**

Time allowed: 2 Hours 30 min.

Max. Marks: 50

Roll No.....

**Instructions:** 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**.

**Section A**

Attempt **any three** questions. Each question carries five marks.

1. Studies report that heredity has a strong influence on an individual's personality. What are the implications of this in organisational settings?
2. Describe how a manager or coach could use the process of self fulfilling prophecy to enhance an individual's performance?
3. "Happy employees create happy customers." Explain why this statement might be true and identify conditions in which it might not be true.
4. According to the Job characteristic model, what steps might be taken to enhance the motivation of someone performing a sales job.
5. What measures will you take as a Store Manager to overcome 'social loafing' during your physical absence from the store?

**Section B**

Attempt **any two** questions. Each question carries 10 marks.

1. Use all three components of expectancy theory to explain why some employees are motivated to show up for work during a severe rainfall whereas others make no efforts to leave their home.
2. Alaska Tire Corporation redesigned its production facilities around a team based system. However, the company President believes that employees will not be motivated unless they receive incentive based on their individual performance. Give

three explanations of why Alaska Tire should introduce team based rather than individual rewards in this setting.

3. You have just been hired as a brand manager of toothpaste for a large consumer products company. Your job mainly involves encouraging the advertising and production group to promote and manufacture your product more effectively. These departments are not under your direct authority, although company procedures indicate that they must complete certain tasks requested by brand managers. Describe the sources of power you can use to ensure that the advertising and the production departments will help you make and sell toothpaste more effectively.

### Section C

#### CASE ANALYSIS

**Read the case given, and analyze the problems mentioned in it. Each question carries 3 marks.**

Every year, retailers spend millions of dollars training their workers, only to have them leave for other job opportunities. The annual turnover is staggering, with 100 percent being typical—and even 200 percent being common - among part-time retail employees. One reason for the high turnover is that working in retailing can mean long hours, as well as weekend and holiday shifts, that encroach on one's personal life.

How can a retailer attract good workers willing to make the commitment and encourage them to stay once they are on board? How can a firm stimulate part-time workers to consider full-time careers in retailing? A common response is; "Pay more! If we could raise our starting hourly rate by 25 cents, our problems would be solved." However, throwing money at the problem may be more of a temporary fix than a long-term solution. A better response is to create an appealing atmosphere, "an environment of choice," that entices recruits to sign on and provides sufficient reasons for experienced employees to stay. In a competitive job market, retailers must work harder to differentiate themselves from the competition and to become an "employer of choice" by developing a "persona" that epitomizes each retailer's values.

Developing a persona and leveraging it to attract and retain good employees should translate into a win-win situation for both the retailers and employees. For example, Target Stores coined the phrase "Fast, Fun, and Friendly" to explain its customer service philosophy to the workforce (and potential employees). Target carries that persona over to its relationship with employees. While the company refers to customers as "guests," it considers employees to be "team members," communicating the notion of community. Management strives to treat team members with dignity and respect, and it empowers them to take action they feel appropriate to help the guests (employee empowerment). The goal is to make team members know that their contributions matter.

Many people become interested in working for a retailer after shopping at its stores. As potential employees, customers get to view the prospective employer and the work environment before they are hired. If people don't feel comfortable shopping in the environment, if their experience with the sales staff or human resources staff is unpleasant, or even if the application form itself doesn't reflect the quality or image they expect, then they are unlikely to complete the application process. On the other hand, if the environment suits their personality, they may very well apply.

The power of the work environment must not be underestimated. Retail employees who are worth keeping want to learn on the job and grow personally and professionally. Because they are constantly in the public eye, these workers want to be proud of the surroundings in which they work. Environment is not just physical; it's also emotional. Arlene Stem, president and CEO of Gantos, a women's specialty apparel chain, explains her company's retention strategy for salespeople this way: "You must create the right environment, one that creates 'ownership' in the company and a passion for the business."

Traditionally, many of the part-time employees in retailing have been younger people, from their late teens to their early thirties. Many of those in today's retail workforce would be classified as Generation X-ers, members of the generation following the well-documented baby boom generation. Generation X-ers are said to provide daily challenges to their baby boomer supervisors with their independence, confidence, and creativity. Therefore, they must be managed differently if they are to succeed and thrive as productive employees in the desired retail environment.

### **Questions**

1. Give a brief overview about the challenges and issues raised in the case.
2. How can a fast-food retailer seek to minimize turnover of entry -level employees?
3. Describe how a small local independent retailer can develop a "persona."
4. How can a discount apparel retailer maximize its work environment for employees and still keep costs low?
5. Comment on the difficulties of managing Generation X employees and how these potential problems can be overcome.