PGDM (IBM) 2015-17
Subject: Human Resource Management and O.B.
Subject Code: INS 501
Trimester – V, End-Term Examination: December, 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. Give an example of complimentary transaction and a crossed transaction
2. Practitioner says theory Y completely dominates over theory X. Comment.
3. Social facilitation influences the performance of individuals in group settings. Discuss.
4. With suitable examples, differentiate a team from a group.
5. Write a short note on 'Big Five model of personality'.

Section B (Long Questions)

Attempt any Two.   2*10=20

1. "As a manager, it's important not to judge employees based on your expectations. If you do, the Pygmalion effect or the golem effect may occur." Explain the statement with suitable examples.

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2. Money is not the only source of work motivation, but it plays a key role. Explain the specific role of money as a motivator in each of the theories of motivation given below.

- Need Hierarchy Theory
- Two Factors theory
- Equity theory of motivation.

3. What skills and competencies do HR professionals need to add more value to the HR function? How might these competencies and skill change in the future? How can HR professionals ensure that they are creating value for their organization?

Section C: Case Study

All the Three questions at the end of case study are compulsory. Each question carries equal marks. **15 marks**

Mallory Murray hadn't had much experience working as a part of a team. A recent graduate of the University of Alabama, her business program had focused primarily on individual projects and accomplishments. What little exposure she had had to teams was in her organizational behaviour, marketing research and strategy formulation courses. When she interviewed with ThinkLink, an educational software firm out of Gainesville, Florida, she did not give much concern to the fact that Think Link made extensive use of cross functional teams. During on – site interviews, she told interviewers and managers alike that she had limited experience on teams. But she did tell them she worked well with people and thought that she could be an effective team player. Unfortunately, Mallory Murray was mistaken.

Mallory joined ThinkLink as an assistant marketing manager for the company's high school core programs. These are essentially software programs designed to help students learn algebra and geometry. Mallory's boss is Lin Chen (Marketing Manager). Other members of the team she is currently working with include Todd Schlotsky (senior programmer), Laura Willow (advertising), Sean Traynor (Vice President for strategic marketing), Joyce Rothman (Co founder of Think Link , who now only works part time in the company ; formerly a high school math teacher; the formal leader of the project), and Harlow Gray (educational consultant).

After her first week on the job, Mallory was seriously thinking about quitting. " I never imagined how difficult it would be working with people who are so opinionated and competitive. Every decision seems to be a power contest. Sean Joyce, and Harlow are particularly troublesome.

Sean thinks his rank entitles him to the last word. Joyce thinks her opinions should carry more weight because she was instrumental in creating the company. And Harlow views everyone as less knowledgeable than he is. Because he consults with a number of software firms and school districts, Harlow's a 'know –it-all'. To make things worse, Lin is passive and quiet. He rarely speaks up in meetings and appears to want to avoid any conflicts.

What makes my job particularly difficult, "Mallory went on, "is that I don't have any specific job responsibilities. It seems that someone else is always interfering with what I am doing or telling me how to do it. Our team has seven members- six chiefs and me'."

The project team that Mallory is working on has a deadline to meet that is only six weeks away. Currently the team is at least two weeks behind schedule. Everyone is aware that there is a problem but no one seems to be able to solve it. What is especially frustrating to Mallory is that neither Lin Chen nor Joyce Rothman is showing any leadership. Lin is preoccupied with a number of other projects, and Joyce can't seem to control Sean and Harlow's strong personalities.

Questions:
1. Discuss cross- functional teams in terms of their propensity to create conflict.
2. What techniques or procedures might help reduce conflict on cross-functional teams?
3. If you were Mallory, is there anything you could do to lessen the conflict on the core project? Elaborate.

Source: Conflict and Negotiation, Organizational Behaviour , Stephen P. Robbins, Ninth Edition