

PGDM (IBM) 2018-20
Organizational Behaviour and HRM
INS - 107

Trimester I, End-Term Examination, September 2018

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:3*5=15]

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

1. As students of insurance, do you think that an understanding of the concepts of Organizational Behavior and Human Resource Management is important requirement for managerial success? Elaborate your views on it.
2. "Glass half full and glass half empty" is a commonly used statement to describe an important dimension of individual behavior. Explain the dimension and its importance.
3. Explain the importance of personality? Briefly describe the 'Big Five' theory of personality.
4. "The world as it is perceived is the world that is behaviorally important." Discuss the concept and significance of perception in the light of the above statement?
5. Identify and explain in brief, any three primary HR functions?

SECTION - B

[Marks:2*10=20]

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

1. To what extent do you think the "Leaders make a real difference in an organization's performance"? Build an argument citing suitable examples from Indian industries.
2. A newly formed team comes to you for some advice. One of their members feels that he is "not a team player" and would prefer to work alone. How would you convince him of the advantages of teamwork and suggest the key skills he needs to develop to function effectively.
3. Employee resistance is a symptom, not a problem in the change process. What are some of the real problems that may underlie employee resistance?

SECTION – C

Analyze the case study and answer the questions that follow. Each question carries 5 marks. [Marks: 3*5= 15]

Money Motivates! Or does it???

Behavioral scientists tend to downplay money as a motivator. They prefer to emphasize the importance of challenging jobs, goals, and participative decision making, feedback, cohesive work teams, and other non-monetary factors. We argue otherwise. Money is important to employees because it is a medium of exchange.

People may not work only for money, but take the money away and how many people would come to work? A study of nearly 2,500 employees found that while these people disagreed over what was their number one motivator, they unanimously chose money as their number two.

As equity theory suggests, money has symbolic value in addition to its exchange value. We use pay as the primary outcome against which we compare our inputs to determine if we are being treated equitably. In addition to equity theory, both reinforcement and expectancy theories attest to the value of money as a motivator. In the former, if pay is contingent on performance, it will encourage workers to generate high levels of effort. Consistent with expectancy theory, money will motivate to the extent that it is seen as being able to satisfy an individual's personal goals and is perceived as being dependent upon performance criteria.

However, maybe the best case for money is a review of studies that looked at four methods of motivating employee performance: money, goal setting, participative decision making, and redesigning jobs to give workers more challenge and responsibility. For money to motivate an individual's performance, certain conditions must be met. First, money must be important for everybody. High achievers, for instance, are intrinsically motivated. Money would have little impact on these people.

Second, money must be perceived by the individual as being a direct reward for performance. Unfortunately, performance and pay are poorly linked in most organisations. Pay increases are far more often determined by non-performance factors such as experience, community pay standards, or company profitability.

Third, the marginal amount of money offered for the performance must be perceived by the individual as being significant. Research indicates that merit raises must be at least 7 per cent of base pay for employees to perceive them as motivating.

Finally, management must have the discretion to reward high performers with more money. But unions and organizational compensation policies constrain managerial discretion. Where unions exist, that discretion is almost zero.

Questions-

- 1) Employee motivation is of crucial significance for the organization. Justify the statement.
- 2) What can be done to unlock the doors of employees' potential apart from money?
- 3) Discuss the role of monetary and non-monetary rewards as effective feedback to the employees.