

PGDM (IB) 2018-20  
Organizational Behaviour (Incl. HRM & Intl. HRM)  
IB - 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 international business, why do you think that an understanding of the concepts of Organizational Behavior and Human Resource Management is very 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. Identify and explain in brief, any three primary HR functions?
4. Explain the importance of teams in an organization and suggest suitable plan to build effective teams.
5. Suppose your professor asks you to redo an assignment. Explain the bases of power the professor may use to influence your behavior in this situation?

**SECTION - B**

[Marks:2\*10=20]

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

1. The HR department of an organization gives all candidates applying for a management trainee in marketing position a personality test that measures the five dimensions in the 'Big Five Model'. Which personality traits would you consider to be the most important for this type of job? Give reasons.
2. Citing suitable examples from the modern organizations, bring out the major differences between traditional transactional leaders and emerging transformational leaders? Of the two, which do you think is more effective?
3. Give an example of an inequity that a manager of a small business might experience. How could the manager strive to attain equity in the situation you have described?

**SECTION - C**

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

Mike Bowlin, CEO of the Atlantic Richfield Co. (ARCO), has always believed in the strength of individuals within organizations. When ARCO first sent him to northern Alaska (as part of its oil exploration effort there) to offer native Alaskans jobs and the opportunity to learn skills such as welding and operating machines, he was rebuffed. A village elder told him, "That's well and good, but I have a skill - I'm a hunter. That's my aspiration in life. I want to be the best hunter in this village". After thinking it over, Bowlin replied, "You know, I'd rather be a hunter than a machinist, too". The two men spent the rest of the day on the tundra inspecting traplines.

ARCO is the seventh largest oil company in the United States and is listed twenty-second of Fortune's top 500 companies. Part of the reason for ARCO's success - particularly in lean times for oil companies - is strong leadership that motivates an entire organization through good human resource management. Mike Bowlin personifies this organizational characteristic. He understands the differences between leadership and management but is skilled at both, having spent much of his career as a human resource manager at ARCO. (This is unusual among oil company CEOs, and just as rare among Fortune 500 companies). His leadership style tends to be employee centered, engendering trust from those who work for him. "I'd say Mike's strongest trait is his ability to connect with people", says Neal Bendy, a human resource consultant in Alaska who knows Bowlin well. "From oil riggers out in West Texas to the security analysts in New York, he relates to everyone. People genuinely like and trust him".

Bowlin believes strongly that the role of human resource management is integral to the organization. "I would say that I have tried to make very, very sure that the human resource function was relevant directly and measurably to the organization's goals and missions". He thinks that the human resource department in an organization should have direct communication with the CEO (at ARCO, he has the director of HR report directly to him), and he wants that function to focus on hiring, training, and developing the work force. "Staffing is how we figure out who goes in what job and how to ensure we have properly trained people to take on those assignments. That is part of my vision of how we're going to build this company. We have to do it in terms of the asset base, but we also have to do it in terms of people", he asserts.

ARCO has gone through some difficult staff changes: through restructuring and downsizing, the organization will have laid off nearly 5000 workers in just three years. However, Bowlin tries to remain optimistic, particularly about opportunities overseas. Although people in the United States and Norway generally have a negative attitude toward oil exploration, other countries do not. "Developing countries view the oil industry as one of the best way to encourage investments in their economies", comments Bowlin. In particular, he sees opportunities within the Pacific Rim - China, Indonesia, Malaysia, and Thailand - where large oil and gas reserves still exist, and where countries are eager for foreign investments.

Bowlin's own lack of ethnocentrism most likely will help ARCO achieve its goals on the Pacific Rim. He seems to respect people everywhere. He knows when to lay down the welding torch and go in search of traplines.

#### QUESTIONS

1. How does Mike Bowlin successfully integrate his leadership style with his experience as a human resource manager?
2. As ARCO expands to other countries, what challenges will its human resource function face?
3. How does the attitude of a society toward industries or practices such as oil exploration affect how successful an organization might be? Can you think of other examples besides oil exploration?

Source: Bill Leonard, "Mike R Bowlin: HR vet leads ARCO," HR Magazine, December 1994, Page 46 - 51.

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