

PGDM- RM (2018- 20)
Organizational Behavior & HRM
RM- 108

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**.

SECTION - A

[Marks-15]

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

1. Throw light upon the five stages of group formation with the help of suitable examples.
2. What do you think will be the greatest challenges in training the front desk staff and the house keeping staff of a high end luxury store dealing in women jewelry and accessories?
3. How can the study of OB help meet unique challenges of Retail sector in future?
4. Using your knowledge of the characteristics of effective goals, establish two meaningful goals related to your performance in the Institute.
5. Can self- leadership replace formal leadership in an organizational setting where innovation and creativity is the dominant culture? Give suitable examples.

SECTION - B

[Marks-20]

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

1. Suppose that you were put in- charge of a virtual team whose members are located in different cities around the country or region. What tactics could you use to build and maintain team trust, as well as minimize the decline in trust that often occurs in teams?
2. Use all three components of expectancy theory to explain why some employees are motivated to show up for work during a severe storm whereas others make no efforts to leave their home.
3. As the district manager responsible for six stores in a large electronics retail chain, you have had difficulty with the performance of some sales employees. Although they are initially motivated and generally have good interpersonal skills, many have difficulty with the complex knowledge of the wide variety of store product ranging from computers to high fidelity sound systems. Describe three strategies you might apply to improve the match between the competencies of new sales employees and the job requirements.

SECTION - C

Please read the case and analyze the situation mentioned in the case. There are 3 questions given in the case, each carries 5 marks. (15 marks)

Real Case: *Round-the-Clock Stress*

Many employees feel that on-the-job stress is difficult to control, but at least when they get home they can relax. However, as the nature of work changes, the home is no longer the sanctuary it once was. With advanced information technology and customer demands for 24-hour service, an increasing number of employees are on call at all times or working the "graveyard" shift that used to exist only for factory workers. For example, today there are numerous Wal-Mart stores, Walgreens drugstores, and supermarkets that never close. And consider the Heartland Golf Park in Deer Park, Long Island. A golfer who wants a late evening tee-off time can get one up to 3:00 A.M. The strategy has proven so popular that within 90 days of the time it was introduced, the wait time at midnight had grown to two and a half hours. Avid golfers do not mind, however, as the course is well lit and they can play as if it were high noon.

All around the country, businesses are realizing that there is a great deal of profit that can be added to the bottom line if they remain open outside of "normal" hours. One research firm estimates that this strategy can add 5 percent to overall profits, a hefty sum given that more and more businesses are finding their profit margins being narrowed by the competition.

In some cases, the decision to expand working hours has been a result of customer needs. Kinko's Inc. moved to a 24-hour schedule when people literally started banging on their doors after regular business hours and asking them to let them come in for desperately needed photocopies. As a news article recently put it, "The company's . . . stores are magnets for ambassadors of the night: everyone from dreamers pursuing secret schemes and second careers to executives putting the final touches on tomorrow's presentation." In Chicago, Kinko's set up an office in the lobby of the Stouffer

Renaissance Hotel, a favorite spot of international executives. Customers from different time zones had been coming down at odd hours to ask the hotel to fax materials abroad and to help them with their desktop publishing. The hotel was not equipped to provide these services, so it asked Kinko's to help out. The guests are delighted with the new service, and the hotel is happy to be able to accommodate them thanks to their profitable arrangement with Kinko's.

Banks have also begun to offer 24-hour service. In addition to their ATM machines, which can be found just about everywhere, some banks now offer round-the-clock service: customers can call in and find out within 10 minutes whether they qualify for a new-car loan. A growing number of banks also offer after-hours customer services ranging from safe deposit boxes to \$1,000 credit lines to overdraft protection. All the customer has to do is call in at any hour and provide the necessary information.

Some critics are concerned that this development will result in increasing costs to business and added stress to employees. After all, when people work late at night or put in a 15-hour day, they are likely not only to make far more mistakes than if they were on a 9-to-5 schedule but also to become fatigued and burned out. Nevertheless, at the present time approximately two-

thirds of all U.S. workers, around 75 million people, do not work traditional 9-to-5 hours—and the number is definitely growing. Additionally, organizations that are engaged in international business, such as brokerage firms, are finding that their operations in Europe and Asia require them to keep odd hours. A U.S.-based broker must be up or on call in the wee hours of the morning because Europe's stock exchanges are doing business. By the time the broker wraps up trading on the Pacific Stock Exchange in the early evening (Eastern Standard Time), there are only a few hours before the Asian stock exchanges open. Simply put, in an increasing number of businesses, it is possible to work round-the-clock—and, of course, to pick up the stress that goes along with this lifestyle.

1. How would a Type A personality feel if his or her organization suddenly announced that everyone was to be on call 24 hours a day because the company was moving to round-the-clock customer service?
2. How would psychological hardiness help people deal with these emerging round-the-clock operations?
3. What are some ways employees and their organizations could cope with the stress caused by these new round-the-clock developments?