

**PGDM (IBM) 2019-21**  
**Organizational Behaviour & HRM**  
**INS 106**

**Trimester – I, End-Term Examination: September 2019**

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**. All other instructions on the reverse of Admit Card should be followed meticulously.

**Section A**

[Marks: 3\*10 = 30]

**There are 3 questions in this section. All questions are compulsory. Each question carries 10 marks.**

- 1a. What are attitudes? How do attitudes affect behavior at work?  
b. Describe how the 'Big Five' personality attributes might affect a manager's own behavior in dealing with subordinates.

Or

- 2.a As a manager would you like to promote conflicts or avoid conflicts? Give your reasons with suitable examples.  
b. Pawan argues, "For every worker, there is one best motivational application to drive performance." Shikha responds, "Non-sense! There is no single best way to motivate anyone." What is your opinion?  
(CILO1)

3. How do you distinguish between leaders and managers? On the basis of any of the prominent theories of leadership, explain the styles of leadership according to that theory and its implications for the organization.

Or

4. a. Which was the most effective team or group of which you have been a member? What made the group/ team so effective?  
b. High cohesiveness in a team increases its productivity. Do you agree or disagree? Justify.  
(CILO2)

- 5a. Suppose you have to hire a new manager. One candidate has outstanding technical skills but poor interpersonal skills. The other has exactly the opposite mix of skills. Which would you hire and why?

b. "A pay packet alone is not adequate to attract and retain competent employees." Elaborate the statement and discuss.

Or

- 6a. What is the significance of employee selection? What are the costs of a bad quality selection?

b. The HRM function has acquired strategic importance in organizations due to economic liberalization and globalization." Comment.

(CILO3)

## Section B

Analyze the case study and answer the questions that follow. Each question carries 5 marks. [Marks: 4\*5= 20]

T.A. Stearns was a national tax accounting firm whose main business was its popular tax preparation service for individuals. Stearns's superior reputation was based on the high quality of its advice and the excellence of its service. Key to the achievement of its reputation were the superior computer databases and analysis tools that its agents used when counseling clients. These programs were developed by highly trained individuals, usually lawyers and tax accountants who had picked up programming skills on the side.

The programs that these individuals produced were highly technical both in terms of the tax laws they covered and the code in which they were written. Perfecting them required high levels of programming skill as well as the ability to understand the law. New laws and interpretations of existing laws had to be integrated quickly and flawlessly into the existing regulations and analysis tools.

The work was carried out in a virtual environment by four programmers in the greater Boston area. Four work sites were connected to each other and to the company by e-mail, telephone, and conferencing software. Formal meetings among all of the programmers took place only a few times a year, although the workers sometimes met informally outside of these scheduled occasions.

The following paragraphs describe the members of the virtual work team.

Tom Andrews was a tax lawyer, a graduate of State University and a former hockey player there. At 35 years old, Tom had worked on the programs for six years and was the longest-standing member of the group. Along with his design responsibilities, Tom was the primary liaison with Stearns. He was also responsible for training new group members. Single, he worked out of his farm in southern New Hampshire where in his spare time he enjoyed hunting and fishing.

Cy Crane, a tax accountant and computer science graduate of State University, was 32 years old, married with two children ages 4 and 6. His wife worked full-time in a law firm in downtown Boston, whereas he commuted from his kitchen to his computer in their home in the Boston suburbs. In his spare time he enjoyed biking and fishing.

Marge Dector, tax lawyer, graduate of Outstate University, 38 years old, was married with two children ages 8 and 10. Her husband worked full-time as an electrical engineer at a local defense contractor. She lived and worked in her suburban Boston home, and she enjoyed golf and skiing.

Megan Harris, tax accountant and graduate of Big Time University, was 26 years old and single. She had recently relocated to Boston to take advantage of the wide range of opportunities in her field and to enjoy the beauty of New England. She worked out of her Back Bay apartment.

In the course of their work, these four people exchanged e-mail messages many times every day, and it was not unusual for one of them to step away from guests or children to log on and check in with the others. Often their e-mails were amusing as well as work-related. Sometimes they helped each other with the work, as, for example, when a parent with a sick child was facing a deadline. Tom occasionally invited the others to visit with him on his farm, and once in a while Marge and Cy got their families together for dinner. About once a month the whole group got together for lunch.

All of these workers were on salary, which, according to company custom, each had negotiated separately and secretly with management. A major factor in their commitment to the job was its flexibility. Although they were required to check in regularly during every workday, they could do the work whenever they wanted to. When they got together, they often joked about the managers and workers who had to be in the office during specific hours, referring to them as "face timers" and to themselves as "free agents."

When the programmers were asked to make a major program change, they often developed programming tools called macros that would help them to do their work more efficiently. These macros greatly enhanced the speed at which a change could be written into the programs. Cy in particular really enjoyed hacking around with macros. For example, on one recent project, he became obsessed by the prospect of creating a shortcut that could save him a huge amount of time. One week after he had turned in his code and his release notes to the company, Cy bragged to Tom that he had created a new macro that had saved him eight hours of work that week. "The stripers are running," he had said, "And I want to be on the beach." Tom was skeptical about the shortcut, but after trying it out in his own work, he found that it actually did save him many hours.

T.A. Stearns had an employee suggestion program that rewarded employees for innovations that saved the company money. The program gave an employee 5 percent of the savings generated by the innovation over a period of three months. The company also had a profit-sharing plan. Tom and Cy felt that the small amount of money that would be generated by a company reward would not offset the free time that they gained using their new macro. They wanted the time either for leisure or for other consulting, and furthermore, they agreed that because the money came out of profits, the money was really coming out of the employees' pockets anyhow. There seemed to be little incentive to share their innovation macro with management.

They also believed that their group could suffer if management learned about the innovation. They could now do the work so quickly that only three programmers might be needed. If management were to learn about the macro, one of them would probably lose his job, and the remaining workers would have more work thrown at them.

Cy and Tom decided that there was not enough incentive to tell the company about the macro. However, they were just entering their busy season and they knew that everyone in the group would be stressed by the heavy workload. They decided to distribute the macro to the other members of the group and swore them to secrecy.

Over lunch one day, the group set for itself a level of production that it felt would not arouse management's suspicion. Several months passed, and they used some of their extra time to push the quality of their work even higher. The rest of the time gained they used for their own personal interests.

Dave Regan, the manager of the work group, picked up on the innovation several weeks after it was first implemented. He had wondered why production time had gone down a bit, while quality had shot up, and he got his first inkling of an answer when he saw an e-mail from Marge to Cy thanking him for saving her so much time with his "brilliant mind." Not wanting to embarrass his group of employees, the manager hinted to Tom that he wanted to know what was happening, but he got nowhere. He did not tell his own manager about his suspicions, reasoning that since both quality and productivity were up he did not really need to pursue the matter further.

Then one day Dave heard that Cy had boasted about his trick to a member of another virtual work group in the company. Suddenly the situation seemed to have gotten out of hand. Dave took Cy to lunch and asked him to explain what was happening. Cy told him about the innovation, but he insisted that the group's action had been justified to protect itself.

Dave knew that his own boss would soon hear of the situation, and that he would be looking for answers—from him.

1. Why is this group a team?
2. What characteristics of the team predispose it to making ineffective decisions?
3. What are the characteristics of groupthink that are manifested in the work team?
4. Has Dave been an effective group leader? What should Dave do now?

(C110 2)