

Office 2013
[This question paper contains 4 printed pages.]

Sr. No. of Question Paper : 1641

Roll No.....

Unique Paper Code : 101231

Name of the Paper : Organisational Behaviour

Name of the Course : BBS

Semester : II

Duration : 3 Hours

Maximum Marks : 75



Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt all questions.

1. Case Study – What they want.

(5+5+5=15)

Pat Riverer is vice president of manufacturing and operations of a medium size pharmaceutical company in the Midwest. Pat has a PhD in chemistry but has not been directly involved in research and new product development for twenty years. From the school of hard knocks when it comes to managing operation, Pat runs a "tight ship". The company does not have a turnover problem, but it is obvious to Pat and other key management personnel that the hourly people are only putting in their eight hours a day. They are not working anywhere near their full potential. Pat is very upset with the situation because, with rising costs, the only way that the company can continue to prosper it to increase the productivity of its hourly people.

Pat called the human resources manager, Carmen Lopez and laid it on the line: "What is it with our people any way ? Your wage surveys show that we pay near top in this region, our conditions are tremendous, and our fringes choke a horse. Yet these people still are not motivated. What in the world do

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they want?" Carmen replied "I have told you and president time after time that money, conditions, and benefits are not enough. Employees also need other things to motivate them. Also I have been conducting some random confidential interviews with some of our hourly people, and they tell me that they are very discouraged because, no matter how hard they work, they get the same pay and opportunities for advancement as their co-workers who are just scrapping by" Pat then replied "Okay, you are the motivation expert; what do we do about it? We have to increase their performance".

- (a) Explain the motivation problem in this organisation in terms of the content models of Maslow, Alderfer, and Herzberg. What are the other things that the human resources manager is referring to in speaking of things besides money, conditions and fringe benefits that are needed to motivate employees?
 - (b) Explain the motivation of the employees in this company in terms of one or more of the process model?
 - (c) How would you respond to Pat's last question and statement if you were the human resources manager in this company?
2. What are the Myers-Briggs type indicators of personality and how they affect the individual behaviour at the work place? (5)
3. Case study – The Blue Ribbon Committee. (5+5+5=15)

Mayor Sam Small is nearing completion of his first term in office. He feels his record has been pretty good, except for the controversial issue of housing. He has been able to avoid doing anything about housing so far and feels very strongly that this issue must not come to head before the next election. The voters are too evenly divided on the issue, and he would lose a substantial number of votes

no matter what stand he took. Yet with pressure increasing from both sides, he had to do something. After much distress and vacillation, he has finally come upon what he thinks is an ideal solution to this dilemma. He has appointed a committee to study the problem and make some recommendations. To make sure that the committee's work will not be completed before the election comes up, it was important to pick the right people. Specially, Sam has selected his "blue-ribbon" committee from a wide cross section of the community so that, in Sam's words, "all concerned parties will be represented." He has made the committee very large, and members range from PhD in urban planning to real estate agents to local ward committee persons to minority group leaders. He has taken particular care in selecting people who have widely divergent, outspoken, public views on the housing issue.

- (a) Do you think Sam's strategy of using this committee to delay taking a stand on the housing issue until after the election will work? Why or why not?
 - (b) What are some of the important dynamics of this committee? Do you think the committee will arrive at a good solution to the housing problems facing this city?
 - (c) What types of informal roles is Sam exhibiting? Do you think he is an effective manager? Do you think he is an effective politician? Is there a difference?
4. Why is it important to stimulate conflict in organisations? What are the various techniques by which conflict can be stimulated? (5+5=10)

OR

5. What is group cohesiveness? How can it be important for the organization? What are the contingency theories of leadership? How do these theories help in resolving the crisis in the organization. (5+5=10)

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