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(Q1)

Mindy Martin was no longer speaking to Al Sharp. She had been wary of him since her day at Star Products; he had always seemed distant and aloof. She thought at first that he resented her MBA degree, her fast rise in the company or her sense of purpose and ambition. But she was determined to get along with everyone in the office, so she had taken him out to lunch, praised his work whenever she could, and even kept track of his son's Little League feats. But all that ended with the appointment of the new Midwest marketing director. Martin had her sights on the job and thought her chances were good. She was competing with three other managers on her level. Sharp was not in the running because ~~he~~ did not have a graduate degree, but his voice was ~~the~~ ~~was~~ strong to carry, a lot of weight with the top brass. Martin had less seniority than any of her competitors, but her division had become the leader in the company and upper management had praised her lavishly. She believed that with a good recommendation from Sharp, she would get the job. But Walt Murdoch received the promotion and moved to Topeka. Martin was devastated. It was bad enough that she did not get the promotion, but she could not stand the fact that Murdoch had been chosen. She and Al Sharp had taken to calling Murdoch "Mr. Intolerable" because neither of them could stand his pompous

arrogance. She felt that his being chosen was an insult to her; it made her rethink her entire career. When the grapevine confirmed her suspicion that Al Sharp had strongly influenced the decision, she determined to reduce her interaction with Sharp to a bare minimum. Relations in the office were very chilly for almost a month. Sharp soon gave up trying to get back in Martin's favor, and they began communicating only in short, unsigned memos. Finally, William Attridge, their immediate boss, could tolerate the hostility no longer and called the two into a meeting. "We're going to sit here until you two become friends again," he said, "or at least until I find out what's bugging you." Martin resisted for a few minutes, denying that anything had changed in their relationship, but when she saw that Attridge was serious, she finally said, "It seems more interested in dealing with Walter Murdoch." Sharp's jaw dropped; he sputtered but could not say anything. Attridge came to the rescue. "Walter's been safely kicked upstairs, thanks in part to Al, and neither of you will have to deal with him in the future. But if you're upset about that promotion, you should know that Al had nothing but praise for you and kept pointing out how this division would suffer if we buried you in Topeka. With your bonuses, you're still making as much as Murdoch. If your work here continues to be outstanding, you'll be headed for a much better place than Topeka." Embarrassed, Martin

looked at Sharp, who shrugged and said, "You want to go get some coffee?" Over coffee, Martin told Sharp what she had been thinking for the past month and apologized for treating him unfairly. Sharp explained that what she saw as aloofness was actually respect and something akin for fear: he viewed her as brilliant and efficient. Consequently, he was very cautious, trying not to offend her.

The next day, the office was almost back to normal. But a new ritual had been established: Martin and Sharp took a coffee break together everyday at ten. From their teasing and friendly competition loosened up everyone they worked with.

(Q1a) What might have happened had William Attridge not intervened?

Ans: Mindy Martin made a lot of assumptions that she shouldn't have. She came to many presumptions about Al Sharp that were unnecessary. In reality, the two were actually good friends and Al Sharp was just doing his job by being a manager. Had he not intervened, the relationship between Mindy Martin and Al Sharp would have continued to deteriorate. The situation might have become intolerable that each would have found the other impossible to work with. This would have escalated and affected the entire workplace,

making it necessary to transfer either or both Martin and Sharp in order to create a more effective workplace for everyone else. Many factors play a part in this scenario. Martin's inclination to turn a cold shoulder is fueled by her hasty conclusion that Sharp influenced the management decision against her favor. This is exacerbated by Sharp's tendency to be intimidated by Martin's educational achievements. It is thus in favor of both that a neutral party intervened and cleared the misunderstanding between the two.

Q1 b) Are the sources of misunderstanding between Martin and Sharp common or unusual?

Ans: These sources of misunderstanding are very common in the workplace. There are always presumptions made about someone especially between employers and managers. Talking things out and discussing the problem is definitely helpful and most likely ends up being a different circumstance.

(D): Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution. Susan had been distribution manager for Clarkston Industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background. Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance. Susan understood and decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew. Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed

about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later. The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Jack a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in the area around the office strongbox, which was open during working hours, earlier that same day. Most people assumed Jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and sullen and said little about the petty-cash.

situation other than to deny stealing the money. To her dismay, Susan found that rethinking the story did little to solve her problem. Should she fire Jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire Jack, she would lose everyone's trust and that some people might even begin to question her own motives.

Q2.a) Explain the events in this case in terms of perception and attitudes. Does personality play a role?

Ans: In this case, the perception term is well defined by Susan's perception of Jack's past because last time Susan had faced situation same as Jack. Susan was early brushed with the law and had a short stay in prison that made her realize the significance of honesty and hardwork. Henry Clarkson had given her a chance despite her record. Like her perception, she thinks Jack also felt the same and knew the importance of honesty and hard work after prison.

Q2.b) What should Susan do? Should she fire Jack or give him another chance?

Ans: Susan should not fire Jack and give him

another chance and find the evidence that he is innocent. One chance can give him confidence. This will build his personality. If Susan chooses not to fire Jack, she will may lose her partners' trust and they may investigate her perspective. Susan could in like manner condemn her decision from a toxic good position, an ethical theory that emphasizes the character of the show itself instead of its effect. From this point, she would put more highlight on moving toward Jack with regard Sandregard, so she could be more arranged to give him another shot.

being as how it hasn't been exhibited that he has honesty and stolen the money.

Susan will condemn her decision relevant on Jack's extraordinary character instead of tolerating that he is messing up. Susan should at first direct further examination to find the genuine blame worthy gathering. Let be straight forward, not with standing reestablished chances Susan would not be at the job position if her boss wouldn't give her a chance.