

FACULTY OF MANAGEMENT STUDIES

UNIVERSITY OF DELHI

Semester Examination 2015

Name of Examination: MBA (FT) I Year

Paper Name: Organization Behaviour Paper No.: 6101

Time allowed: Three Hours Maximum Marks: Fifty only (50)

Instructions to candidates: There are three sections in this Paper. Attempt all questions from Section A. Attempt any two questions from Section B and any three questions from Section C

Section A

- 1. Read the following case and answer the questions that follow:**

You are in charge of a small department and have three subordinates – Tilak, Dinesh and Hanish. The key to success of your department is to keep these employees as motivated as possible. Here is a brief summary profile of each subordinate.

Tilak is a type of employee who is hard to figure out. His absenteeism record is much higher than average. He greatly enjoys his family (a wife and two small children) and thinks they should be central to his life. The best way to describe Tilak is to say that he is a kind of throwback to the hippie generation and believes deeply in the values of that culture. As a result, the things that a company can offer him really inspire him very little. He feels that the job is simply a means of financing his family's basic needs and little else. Overall, Tilak does an adequate job and is very conscientious, but all attempts to get him to do more have failed. He has charm and is friendly, but he is not just "gung-ho" for the company. He is pretty much allowed to do his own things as long as he meets the minimal standards of performance.

Dinesh is in many respects opposite from Tilak. Like Tilak, he is a likable guy, but unlike Tilak, Dinesh responds well to the company's rules and compensation schemes and has a high degree of personal loyalty to the company. The problem with Dinesh is that he will not do very much independently. He does well with what is assigned to him but he is not very creative or even dependable when he is on his own. He also is a relatively shy person who is not very assertive when dealing with people outside the department. This hurts his performance to some degree because he cannot immediately sell himself or the department to other departments in the company or to the top management.

Hanish, on the other hand, is a very assertive person. He would work for money and would readily change jobs for more money. He really works hard for the company but expects the company also to work for him. In his present job, he feels no qualms about working 60 hours a week, if the money is there. Even though he has a family and is supporting his elderly father, he once quit his job cold when his employer didn't give him a raise on a premise that he was already making too much. He is quite a driver. A manager at his last place of employment indicated that, although Hanish did do an excellent job for the company, his personality was so intense that they were glad to get rid of him. His former boss noted that Hanish just seemed to be pushing all the time. If it wasn't for more money, it was for better fringe benefits; he never seemed satisfied.

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| a) | Using any of the content models of motivation, describe what group of core needs seem to dominate each of these three subordinates? | 7.5 Marks |
| b) | As the supervisor of these employees how would you keep them motivated to continue working for your organization? | 7.5 Marks |

Section B: Attempt any two questions from this section

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| 2. | You have been assigned to a class project with five other students, none of whom you have met before. How would you ensure the effective performance of this group? What actions would you recommend to build group cohesiveness amongst student members in this situation? | 10 Marks |
| 3. | Your employees are skilled and experienced customer service representatives who perform non-routine tasks, such as solving unique customer problems and special needs with the company's equipments. Use Hersey-Blanchard Theory of Leadership to identify the most appropriate leadership style(s) you could use in this situation and why? Also give reasons as to why the other styles are inappropriate? | 10 Marks |
| 4. | Two recent management graduates joined the same consumer care company as Assistant managers. Both work long hours and have tight deadlines to complete their tasks. They are under constant pressure to scout for clients and do the needful. One of the managers is increasingly fatigued and despondent, and has taken several days of sick leave. The other is getting the work done and enjoys the challenges. Use your knowledge of stress to explain why these two managers are reacting differently to their job? How can these be handled? | 10 Marks |

Section C: Attempt any three questions from this section

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| 5. | Sacraments Resorts Inc. wants to use brainstorming with its employees to identify new markets for its hotels and services. Advise the Sacraments Resorts executives about the rules to be followed for this session as well as its potential limitations. | 5 Marks |
| 6. | You are a part of a task force to increase workers responsiveness to emergencies on the production floor. Identify four factors that should be considered when installing a device that will get every employees attention when there is an emergency. | 5 Marks |
| 7. | "Training in Transactional Analysis can give employees fresh insights into their own personalities, and it can also help them understand why others sometimes respond as they do." Discuss. | 5 Marks |
| 8. | How can managers use different models of learning as powerful management tools to enhance learning capabilities of the employees in their organizations? | 5 Marks |