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MHRDM (2017-2020), Semester I, End Term Exam paper
Organizational Behaviour

Maximum Marks: 50

Duration: 3 hours

Date: 25th November, 2017

Instructions

1. Question 1 & 7 are compulsory (10 marks)
2. Attempt any 3 questions from question 2 to 6 (10 marks each)

QUESTION 1

Blackmer/Dover Resources' plant, in Grand Rapids Michigan, makes heavy-duty pumps designed to move commodities such as refined oil and chocolate. The plant employs 160 workers.

Historically, management assigned employees to operate the same machine for months or even years at a time. In this way, each worker became intimately familiar with a narrow task. And workers used their expertise to earn more money. Until 1997, about half the workers at the plant earned a premium, on top of their hourly wage, based on the number of pumps or pump parts they produced. The old system gave them a strong incentive to conceal output-enhancing tricks they had learned, even from coworkers.

Today, the plant's workers receive a straight hourly wage. To make the plant more flexible, management encourages workers to learn a variety of jobs and accept moves to different parts of the factory floor. Many of the plant's older workers, however, haven't welcomed the change. One of those is Bill Fowler.

Fowler is 56-years old and has worked at the Blackmer plant for 24-years. Fowler doesn't like changing jobs and he doesn't like telling anyone anything about what he does. "I don't want to move around," he says, "because I love my routine—it helps me get through the day."

Fowler's job is cutting metal shafts for industrial pumps. It's a precision task: A minor error could render a pump useless. And Fowler is outstanding at what he does. He is known for the accuracy of his cuts. His bosses also say he can be hours faster than anyone else in readying his giant cutting machines to shift from making one type of pump shaft to another. Management would love to incorporate Fowler's know-how into the manufacturing process, but he refuses to share his secrets even with fellow workers. "If I gave away my tricks, management could use [them] to speed things up and keep me at a flat-out pace all day long," says Fowler.

Employees like Fowler worry when they read about companies soliciting workers' expert advice in the name of making their plants more competitive, and then turn around and move jobs to lower-wage locations in the U.S. or abroad. Blackmer's top management, however, says they have no plans to relocate jobs or otherwise hurt workers. They merely want to pool workers' knowledge to make the plant stronger. "We've realized that to get competitive, we need to start asking these guys what they know," says Blackmer's president.

Questions

1. Explain Bill Fowler's behavior in power terms.
2. What, if anything, does this case say about trust and power?
3. What, if anything, can management do to change Fowler's behavior?

QUESTION 2

"If people are not laughing at your goals, your goals are too small" Azim Premji

What is Motivation? Which theory of motivation resonates from Azim Premji's quote. Explain the concept in the theory to justify your answer? 10 Marks

QUESTION 3

Visakhapatnam: Workers of all the major ports in India have announced that they would strike work any time after August 18 in protest the Central government policies that would lead to privatisation and lay off the workers.

Six federations representing port and dock workers of all the 11 major ports met in New Mangalore Port on July 28 and expressed grave concern over situation in the ports due to pro-corporate and anti-labour policies by the Central government that would impact on the livelihood of workers across the country.

The federations served a strike notice on Thursday. In the notice, the leaders demanded the government to incorporate provisions in the proposed Major Port Authorities Act 2016 to protect the jobs, wage structure, service conditions including retirement benefits to the pensioners.

What are three types of Justice? Is the decision of Central Government Fair? How does Justice impact attitudes? 10 Marks

QUESTION 4

You have been assigned to a problem-solving team. You have never met any of the team members before but you have been given their resumes and it is your job to match the team members to the various roles that are needed for successful completion of your project. You have gathered the following information about the members of your team: Iris is a recent college graduate with a degree in mathematics. She is new to the company

and seems eager to please but inexperienced. James has been with the company for 15 years and has had experience in several areas within the company. He has a reputation for being well organized and is a strong defender of the company and its policies. He always follows through and is able to coordinate the work of others. Betty is highly motivated and intelligent. She has several advanced degrees and is able to view situations from differing viewpoints. She is regarded as a good listener and as being able to coordinate and integrate. You have decided that you are willing to take on any group role that is handed to you but are more comfortable with implementation of ideas than with initiating them.

What is the difference between Teams and Groups? What role might best suit Iris and James? Explain with justification 10 marks

QUESTIONS

Ratan Tata and his team faced "humiliation" when they went to sell the group's fledgling car business to Ford in 1999, but came back to "do a big favour" just nine years later by taking over the American giant's marquee brands Jaguar and Land Rover.

"They told us 'you do not know anything, why did you start the passenger car division at all'. They said they will do us a favour by buying our car division," a Tata Group veteran said while recalling a meeting of Ratan Tata and other top executives with Ford officials in Detroit in 1999.

The Tata Motors team decided to return to New York the same evening and Ratan Tata, then the group chairman, was sombre throughout the 90-minute flight, said Pravin Kadle, who was part of the team at that time and now heads Tata Capital.

"This was in 1999 and come 2008, the same Ford's JLR was bought by us. Ford chairman Bill Ford thanked Tata, saying 'you are doing us a big favour by buying JLR'," Kadle said, to a thunderous applause at an awards function on Thursday night.

What type of leadership is displayed here? Explain with justification? 10 Marks

QUESTION 6

Starbucks has succeeded largely by offering customers an affordable luxury in the form of a decadent coffee drink, and a "third place" -- neither home, nor work -- where they could relax and take some time for themselves. Its target demographic is urban and affluent, often on-the-go white-collar professionals looking to take their caffeine fix with them to the office. The company considers its core customers to be educated, with an average age of 42, and average income of \$90,000.

Starbucks focuses on this demographic by opening stores in upscale neighborhoods, making customer service a priority by paying above average wages for the restaurant industry and offering benefits like health insurance and tuition reimbursement.

The company's cafes are often seen as a token of gentrification, and a study by **Zillow** found that Starbucks locations tend to increase surrounding home values. Unsurprisingly, the company and its clientele seem to follow each other.

What is Learning? Which type of learning resonates in the above example? Use concepts

from the theory to justify your answer.

10 Marks

QUESTION7

Write a Short Note on **any 2** of the following:

1. Big Five Model of Personality
2. Impression Management
3. Halo Effect
4. Hofstede Framework
5. Types of Organizational Structure

-----End of Paper-----