

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program:PGDM (FS) Sem I – 2016 - 18

Subject: Organizational Behavior& Human Resource Management

Maximum Marks: 50

Duration: 3 hours

Date : 22/09/2016

Notes:

- 1. Q 1 is compulsory**
- 2. Answer any 2 – Q2 to Q4**
- 3. Both sections carry equal marks**

1. Rahul Khanna was extremely pleased with the performance of Anjali Sharma, the new creative executive of his advertising agency. Within six months of appointment, Sharma's performance brought fame to the company which, in turn, helped the company obtain many new contracts. Her creative genius and hard work was evident in all her projects. Impressed with her performance, Khanna called her to his cabin and offered her a cheque in recognition of her outstanding performance. He felt that a monetary incentive would boost her morale and motivate her to perform even better. However, Khanna failed to see any happiness or enthusiasm in Sharma's face when she received the cheque. She thanked him for it and left. Besides there was no expected improvement in Sharma's performance during the weeks that followed. What do you feel was wrong with the way Khanna intended to motivate Sharma? Discuss the motivational theory that best accounts for Sharma's reaction. **5 marks**
2. a) What are the main components of attitude? Explain the concept of cognitive dissonance with relevant example.
b) Explain trait and behavioral theories of Leadership **10 marks**
3. a) 2007 was a banner year for Comptech Computer Corporation, a leading manufacturer of personal computers. The company surpassed Rs. 600 crore in sales nearly seven times its revenues 2002, the year Rohit Sharma took over as the Sr. Vice President Marketing. Sharma was a target driven, no-nonsense leader. His vision was to create Rs 1,000 crore enterprise by the year 2010 but things slowly started to crumble around him. What once had been an open and productive atmosphere that cultured teamwork was now deteriorating under the strains of political infighting and allegations of favoritism. Rohit Sharma headed a team of 12 members. Most of his team members perceived him as a biased supervisor as he overly tend to support and take a positive view of the actions of

one of his team members just because he had a very dynamic personality with a fantastic command over English. The other team members felt that Rohit Sharma was making a serious error of perception.

What is this kind of error in perception known as? Compare and contrast Rohit Sharma's perceptual error with other perceptual error?

b) ArmaanDev, the operations manager at one of the busy branches of a private sector bank just received a call from the regional manager. The regional manager wanted a report on the performance of the branch during the past year. It was almost the end of the day and most of the staff members had left office. Dev was however glad that one of his subordinates, SheetalDeshpande, was still in the office. He requested her to stay back to help him prepare the report. As Dev was Deshpand's reporting officer, she agreed to stay back and help him prepare the report despite having other commitments at home. Describe the power exhibited by Dev in influencing Deshpande to stay back after office to help him prepare the report. **10 marks**

4. Short Notes (any two)

10 marks

- a) Organizational culture
- b) Big Five Model of Personality.
- c) Stages of group development

Section II

1. Focus Tech Pvt Ltd. is a growing organization in the e-commerce industry. Its phenomenal growth in the recent past led to a huge manpower requirement in the company. Recruiting the required resources was a challenging task for the HR department as there was a dearth of talent in the market with too many companies vying for the same talent. The CEO of the company called for a meeting of all the heads of departments to discuss ways in which the manpower requirement could be met. The CEO invited suggestions about innovative ways of recruiting top talent in the industry.

Agatha Paul, the HR manager had a point to make. She said, "This is a difficult task for us, as most of the openings in the company are in the junior and middle management positions, for which we require experienced personnel. Unfortunately, most of them will be already employed and busy in their jobs. So, our job now is to attract this group of passive job-seekers." At this point, one of the project leaders raised a doubt, "In such a competitive business scenario, how successful will we be in attracting the attention of skilled employees?" The CEO agreed and so did Paul. "Perhaps, we could create an employer brand for Focus Tech that would attract and retain the right kind of people;

suggested Paul. It was then decided that a team of members from the HR department will come up with a proposal for addressing this concern.

Suggest a recruitment strategy for Focus Tech to address their manpower requirement. **5 marks**

2. Explain any two off the job training methods. Also discuss Kirkpatrick model of training evaluation. **10 marks**
3. Describe any three methods of performance appraisal, citing their advantages and disadvantages. **10 marks**
4. Short Notes(any two) **10 marks**
 - a) Factors affecting Compensation
 - b) Functions of HRM
 - c) Strategies to manage surplus employees during Human Resource Planning process.