

Unique Paper Code : 61018511
Name of the Paper : Organisational Behavior
Name of the Course : B.Voc.
Semester : V
Time : 3 hours
Maximum Marks : 75__ Marks

Attempt any **four** questions. All questions carry equal marks.

Q.1 Explain the relevance of Organisation Behaviour Model in the present day with respect to India.

Q.2 Take the example of an effective leader . What is his style of working ? Explain this behaviour using the path goal theory of leadership.

Q.3 From the understanding of the concept of motivation, suggest few recommendations for your institution to raise the level of motivation of the students.

Q.4 As a manager of an organisation having 400 employees, how will you promote organisational culture?

Q.5. Case Study1

Pat Riverer is vice president of manufacturing and operations of a medium-size pharmaceutical firm in the Midwest. Pat has a Ph.D. in chemistry but has not been directly involved in research and new-product development for 20 years. From the “school of hard knocks” when it comes to managing operations, 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 putting in only 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 is 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, anyway? Your wage surveys show that we pay near the 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 they want?” Carmen replied: “I have told you and the 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 coworkers who are just scraping by.” Pat then replied: “Okay, you are the motivation expert; what do we do about it? We have to increase their performance.”

Questions:

1. Explain the “motivation problem” in this organization in terms of the content models of Maslow 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?
2. Explain the motivation of the employees in this company in terms of one or more of the process models. On the basis of the responses during the confidential interviews, what would you guess are some of the expectancies, valences, and inequities of the employees in this company? How about Pat?

Q.6. Case Study 2

Susan Parks is the part-owner and manager of Marathon Sports, an athletic equipment store that specializes in running shoes and accessories. The store employs about 10 people, most of whom are college students who work part-time during the week and full-time on weekends. Marathon Sports is the only store of its kind in a college town with a population of 125,000. The annual sales figures for the store have shown 15% growth each year. Susan has a lot invested in the store, and she works very hard to make sure the store continues to maintain its reputation and pattern of growth. She works 50 hours a week at the store, where she wears many hats, including those of buyer, scheduler, trainer, planner, and salesperson. There is never a moment when Susan is not doing something. Rumor has it that she eats her lunch standing up. Employees' reactions to Susan are strong and varied. Some people like her style, and others do not. Those who like her style talk about how organized and efficient the store is when she is in charge. Susan makes the tasks and goals for everyone very clear. She keeps everyone busy; when they go home at night, they feel as if they have accomplished something. They like to work for Susan because she knows what she is doing. Those who do not like her style complain that she is too driven. It seems that her sole purpose for being at the store is to get the job done. She seldom, if ever, takes a break or just hangs out with the staff. These people say Susan is pretty hard to relate to, and as a result it is not much fun working at Marathon Sports. Susan is beginning to sense that employees have a mixed reaction to her leadership style. This bothers her, but she does not know what to do about it. In addition to her work at the store, Susan struggles hard to be a good spouse and mother of three children.

Questions

1. How would you describe Susan's leadership?
2. Why does her leadership behaviour create such a pronounced reaction from her subordinates?
3. Do you think she should change her behaviour?
4. Would she be effective if she changed?