



### I Semester M. Tech. End Semester Examination November 2019

SUBJECT: ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCE

MANAGEMENT (HUM 5155)

Date of Exam: 15/11/2019 Time of Exam: 2 pm to 5 pm Max. Marks: 50

#### Instructions to Candidates:

- ❖ Answer ALL the questions and missing data may be suitably assumed.

1A ABC Ltd Company is well known for its welfare activities and employee oriented schemes in manufacturing industry for about two decades. The company employs more than 800 workers, 150 administrative staff and 80 management level employees.

The Top-level management views all the employees as equally important. This is reflected through the uniform of the company, which is the same for all employees starting from Managing Director to the lowest cadre. The company has two different cafeterias at different places one near the plant for workers and the other near the Administration Building. Though the place is different, the amenities, infrastructure and the food provided in the two canteens are of the same quality. In short, the company stands by the rule of "Employee Equality".

The company has one registered trade union and the relationship between the union and the management is very cordial. The company has not lost even a single man-day due to strike. The company is not a pay-master in that industry and the compensation policy of that company when compared to other similar companies is meagre; however, the employees don't have many grievances due to the other benefits provided by the company. But, the company is facing a number of problems in supplying the materials in recent past. Problems like quality issues, mismatch in packing materials, incorrect labelling of material, not dispatching the

material on time etc. The management views the case as the loop holes in the system of various departments and hands over the responsibility to HR department to solve the issue.

When the HR manager goes through the issues, she realizes that the issues are not related to the systems and processes, but it relates to the employees. When investigated, she comes to know that the reason behind the casual approach by employees in work was because the company had hired new employees for higher level posts without considering the potential internal candidates. The newly hired employees were placed with higher packages than that of the existing employees in the same cadre.

Questions:-

- i. Narrate the case with suitable Title for the case. Justify your title. 02
  - ii. The points raised by the HR manager as reason for the latest issues in the organization is justifiable or not, substantiate it through reasoning. 03
  - iii. Name any two theories from Human Resources Management and/or Organizational Behaviour with concepts related to the above scenario. 05
- 2A i. Draw the basic 'skill distribution diagram' of the first-line, mid-level and top-level managers. 02
- ii. Explain the relevance of the components in the modern-day organizational environment. 03
- 2B Discuss the relevance of any 10 of Henri Fayol's Principles in the present day context. 05
- 3A i. Name and define any five each of the two types of values according to the Rokeach Value Survey (RVS), 1973. 03
- ii. What is the role played by these values in the present day organization? 02
- 3B i. Draw the Robert Blake & Anne Adams McCauley Managerial Grid. 03
- ii. What are the salient features of the various styles? 02
- 4A i. Draw the Ken Blanchard & Hersey, (1960) four behaviour types. 03
- ii. What are the organizational implications of these behaviour? 02
- 4B Discuss the salient features of The Five Stage Model (Tuckman) of group development 05

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| 5A | What are the steps in a typical Training Process? Explain.   | 05 |
| 5B | What are the components of Direct and Indirect compensation? | 05 |