

MBA-I / SEM-I / 2019 PATTERN**Subject: 102-Compulsory Generic Core Course- Organisational Behaviour****Concurrent Evaluation Component**

Sr No	Components	Marks	Date of Exam/Submission
A	Written Home Assignment	50	18 th March 2022
B	Case Study	50	20 th March 2022
C	Exam	50	

- 1) Apply models of OB to any one company from IT Industry.
- 2) Using the Myers-Briggs Type Indicator analyze any one personality of your choice.
- 3) Explain a situation when you disagreed with your friend and how you handled it.
- 4) "Perception Changes the Behavior of an Individual." Justify with suitable example.
- 5) Write down about any one Team Building Activity which you experienced during your school days. What did you learn from that?

Case Study - I

Organizational Change During Pandemic

McKesson a leading software company with workforce of around 100 thousand across major countries were forced to review impact on their operations efficiency after the implementation of work from home amid this emerging coronavirus pandemic.

The McKesson team includes management, analysts, programmers, sales, support, marketing and admin and while most are based in USA, they have staff based in the Australia and Asia too. On Fridays employees catch up with their teams, go for team lunch or a quick coffee break or lunch together and generally share friendly banter. Team mates get together to play a game of golf or squash before or after work on Fridays. At the office, they chat about their lives, politics and the news as most office workers do. Team arrives late at 10am (to avoid traffic) and leave early for the same reason. Teamwork software is used to review and assign strategies and tasks for the short and longer term.

Since the outbreak of Covid'19 pandemic, Fridays's office meeting have been cancelled until further notice. Where possible, employees were allowed the opportunity to work from home. According to Forbes, "remote work is no longer a privilege," and McKesson considers it 'the new normal.'

As per the observation of McKesson, remote employees are simply more productive. "The biggest driver of the pivot to a remote workforce that's currently underway in our market is that remote employees simply produce better results than their traditional counterparts." From analysis of exit interviews of past employee McKesson found that employee tenure is deeply impacted by commute times specially in big cities. In fact, long commutes cause 1 in 4 respondents to quit a job at some point. Work from home facility was able to address the sever concern.

On the contrary remote workers have now got more time to exercise and they tend to have healthier diet options available. The benefits of having a healthy workforce are obvious and far-ranging, from taking fewer sick days to maintaining concentration.

Workers suffered less from Covid'19 infections as they were not in an office environment on a daily basis. And less infections means less sick leave expenses

Remote working has resulted in McKesson's employee productivity boost as it enabled workers more control over their personal lives and permitting them to schedule their work-life balance accordingly, companies are making them happier and more fulfilled as they enable average employees to become workplace superstars. The Airtasker study found that average total unproductive time per day for remote workers was 27% less than that of

office workers. The study also found that remote workers were 32% less distracted by management.

Flexible work hours translated to more productive hours when employees could choose to work at times in the day when they feel more productive and motivated.

One of the latest study found that 28% of employees had quit their jobs due to toxic relationships with co-workers. With new remote working facility. There is less stress. workplace bullying, harassment and other work related stresses are much alleviated in the home office environment.

While there are great benefits of work from home facility, McKesson management had to set the right stage to implement the change in work culture by

- Making sure workers have adequate devices and software to work with.
- Starting the use of online Learning platform for Inductions, policy sharing and training.
- Hold regular online meetings with video and screen share technology. Eg Zoom meetings.
- Frequent communications were issued to employees to make them aware of various new initiatives being take by McKesson to ensure wellbeing of their employees
- Implemented a team mentality to ensure employees remain engaged with their team-based goals..

Questions

Q: What was McKesson's observation after the implementation of work from facility for its employees?

Q: How did McKesson enabled smooth transition to remote working culture?

Case Study - II

Round -The -Clock Stress

Many employees feel that on –the- job stress is difficult to control, but at least when they come home, they can relax. However, as the nature of work changes, the home is no longer the sanctuary it once was. With advanced information technology and customer demands for 24-hours service, an increasing number of employees are on call at all times or working the “graveyard” shift that used to exist only for factory workers. For example, today there are numerous Walmart stores, Walgreens drugstores and supermarkets that never close and consider Heartland Golf Park in Deer Park, Long Island. A golfer who wants late evening tee-off time can get one up to 3.00 AM. The strategy has proven so popular that within 90 days of the time it was introduced, the wait time at midnight has grown to two and a half hours. Avid golfers do not mind, however, as the course is well lit and they can play as if it were high noon.

All around the country, businesses are realising that there is a great deal of profit that can be added to the bottom line if they remain open outside of “normal” hours. One research firm estimates that this strategy can add 5 percent to overall profits, a hefty sum given that more and more businesses are finding their profit margins being narrowed by the competition.

In some cases, the decision to expand working hours has been a result of customer needs. Kinko’s Inc., a privately held chain of photocopy shops, moved to a 24-hour schedule when people literally started banging on their doors after regular business hours and asking them to let them come in for desperately needed photocopies. As a news article recently put it, “The company’s stores are magnets for ambassadors of the night, everyone from dreamers pursuing secret schemes and second careers to executives putting the final touch on tomorrow’s presentation.” In Chicago, Kinko’s set up an office in the lobby of the Stouffer Renaissance hotel, a favourite spot of international executives. Customers of different time zones had been coming down at odd hours to ask the hotel to fax materials abroad and to help them with their desktop publishing. The hotel was not equipped to provide these services, so it asked Kinko to help out. The guests are delighted with the new service, and the hotel is happy to be able to accommodate them thanks to their profitable arrangement from Kinko’s.

Banks have also begun to offer 24-hour service. In addition to their ATM machines, which can be found just about anywhere, some banks now offer round-the-clock service:

customers can call in and find out within 10 minutes whether they qualify for a new car-loan. A growing number of banks also offer after-hours customer services ranging from safe deposit boxes to \$1,000 credit lines to overdraft protection. All the customer has to do is call in at any hour and provide the necessary information.

Some critics are concerned that this development will result in increasing costs to business and added stress to employees. After all, when people work late at night or put in 15-hour day, they are likely not only to make far more mistakes than if they were on a 9-to-5 schedule but to also become fatigued and burned out. Nevertheless, at the present time approximately two-thirds of all US workers, around 75 million people, do not work traditional 9-to-5 hours – and the number is definitely growing. Additionally, organisations that are engaged in international business, such as brokerage firms, are finding that their operations in Europe and Asia require them to keep odd hours. A US based broker must be up or on call in the wee hours of the morning because Europe's stock exchanges are doing business. By the time the broker wraps up trading on the Pacific Stock Exchange in the early evening (Eastern Standard Time), there are only a few hours before the Asian stock exchanges open. Simply put, in an increasing number of businesses, it is possible to work round-the-clock and of course, to pick up the stress that goes along with the lifestyle.

Questions

1. How would you feel if your organisation suddenly announced that everyone was to be on call 24-hours a day because the company was moving to round-the-clock customer service?
2. How would psychological hardiness help people deal with these emerging round-the-clock operations?
3. What are some ways employees and their organizations could cope with the stress caused by this new round-the-clock development?

