

MBA-I / SEM-I / 2019 PATTERN
COMPREHENSIVE CONCURRENT EVALUATION 2023-24
(Div A & C)

Subject:102-Compulsory Generic Core Course- Organizational Behavior

Faculty Name: Dr.Rachana Shikhare

Important Submission Instructions:

1. Subject is evaluated in three components as following:

Sr No	Components	Marks	Date of Exam/Submission
A	OB Reflection Diary	50	Trial submission on 21/10/2023 for Review; 1 st Submission on 04/11/2023 ; Final Submission on 30/11/2023
B	Written Home Assignments: - Case study analysis	50	30 th November 2023
C	Term End Exam Internal Paper	50	November 2023

2. The submission has to be in the format prescribed for each component; already discussed in class.
3. Course Name, Division, Student Name, Contact Number, Email_id, Component detail; must be mentioned on the submission sheets in clear readable writings.
4. Assignments to be submitted in person, properly labeled & on the specified date.
5. Answers in your own words would be appreciated and marked.

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

***Also, Study material as discussed in the class w.r.t. print media, social media and web portals.**

A] Concurrent Evaluation Component No1.

Sr No	Components	Marks	Date of Exam/Submission
A.	OB Reflection Diary	50	Trial submission on 21/10/2023 for Review; 1 st Submission on 04/11/2023 ; Final Submission on 02/12/2023

Guidelines:

1. As briefed during the orientation sessions; Students are supposed to maintain this OB Reflection Diary; the format/template has been explained & shared in the class.
2. The retrospections & reflections are to recorded at the end of every Class.
3. It should include the TAKE AWAYS from the sessions / activity / games / exercises / case studies / storytelling and its mapping with the concept of OB subject as per University Syllabus.
4. Students are encouraged to do additional self-study/exercises, that may be a part of the write up in points.
5. The CCE component 1; will be mapped with these efforts.

B] Concurrent Evaluation Component No2. : Case Study Analysis

Sr No	Components	Marks	Date of Exam/Submission
B.	Written Home Assignments: - Case study analysis - OB Applied Questions	50	2 nd December 2023

Instructions:

- Make relevant assumptions while solving the Case study
- Follow the format discussed in the class discussion sample Cases
- Identify area of OB w.r.t. the actual main concern (problem area), you may align the various concepts discussed throughout all the Units.
- You are encouraged to draft more than 1 alternative solutions and at the end not to forget to goive your reflection /concluding remark for every Case solution.

CASE STUDY 1: Cool Product Company:**(Class Discussions & Model Solution with Alternate Options & Format)**

Mr. Vasudev is a general Manager of Cool Products, a company dealing in production and distribution of packed condiments in the state of Madhya Pradesh. The Co. was established in the year 2000 and has been performing well. Over the past five years the Co. has introduced excellent production processes, quality control, established its own distribution network, and has been able to achieve good consumer response for the products they manufacture and distribute. The company is a market leader in the state of M.P. Seeing the success of the business, the management has decided to expand the same in the state of Rajasthan. They have identified Kota as the place for establishing production unit. The head of the unit will hold the rank of GM. The post is tenable by marketing or production manager since the job involves skill of productivity and marketing. The management has invited you to select a person to head Kota unit. The management have handed over to you profiles of two managers. Mr. Varun is production manager, and Mr Avinash is the marketing manager. Both are working with Cool Products since its inception. You as a consultant, required to select one of them. You do not have personal knowledge about them and have to take the decision based of their write-ups only. The write up of the managers are as under.

Mr. Varun Tyagi

Mr Varun is a mechanical engineer passed out from MACT Bhopal (now MANIT). He has about 10 years of service in food preservation industry. Prior to this appointment he was working with 'Pare Masala' a famous condiment manufacturer of Pune. Varun is hard working, sincere, honest and a dependable engineer. He is foresighted, technically sound and can work independently under stress and strain. He had been able to handle employee grievances in the present organization successfully to the satisfaction of employees and management has been critical about the decision he had taken on their behalf. He enjoys good rapport in the industry and has been consultant to couple of industries in the state of MP and Maharashtra. He is straight forward and goes by the rule of law when in difficulty. He has a pleasant personality and workers fall back on him when in difficulty. Varsha-his wife is a nursing graduate and works in one of the private nursing homes. Families of employees, very frequently consult her and she therefore enjoys personal influence over the families of 'Cool Products'. Mr Varun has been able to complete his targets of production every year and has been contributory factor for the growth of the Co.

Mr. Avinash

Mr. Avinash Kale belongs to Nagpur and comes from farmers family. His father was a poor man and taught his only son with a great difficulty. Avinash has done MBA from IMS Indore in the year 1996. His performance in academics has been excellent. He stood first in IMS among the marketing boys that year. Mr Avinash is very calculative and thinks ten times before taking any decision. He evaluates the pros and cons of the issue at hand before proceeding further. He is very professional and keeps his sales team on the tender hooks and ensures monthly sales at any costs. He is hard task master as it relates to his job and can bend either way if situation so demands. He is very obedient and keeps the tag of management move, their daily schedule and any important event that is likely to take place. People in Cool Products say that Avinash knows everything in the organization before it is formally announced. He is considered to be a management man. He implements instructions of the management in letter and spirit. He maintains distance from workers and is not interested beyond the task he is supposed to do. But the task he does well and therefore he is liked by higher ups. One may say he is a task-oriented leader. He is a smooth sailor, a diehard salesman, visionary, opportunist, a soft-spoken executive who never hurts anyone in his dealings, a tight rope walker. He has good communication skills. He has been recently married to a lady who is employed as Assistant Sale Tax Officer in Bhopal. She belongs to state provincial services cadre. She also has a bright career as she is a topper in her batch.

Questions:-

Q. 1 Read the case carefully and carryout analysis. In the light of various theories, you have studied, what type of leadership style Mr. Varun Possesses.

Q. 2 What type of leadership style Mr. Avinash has. What is the strength of his personality?

Q. 3 As a consultant would you like to meet them before you take a decision, if so why.

Q. 4 Who is your Choice as a GM of Cool Products, Kota?

2) CASE STUDY 2: A TRICKY PROBLEM

As the task force on materials handling; Girish is a worried man. A month earlier, quality assurance at one large manufacturing company where Girish works, has observed that a significant number of certain parts were rejected when they arrived at the assembly room. One investigation (Girish was a member of the search team) it was found that the problem was caused by rough handling of the parts as they were moved around the plant. The teams' solution was to transport the parts in special divider trays. Representatives of the departments involved in the processing and transportation of the parts, including process engineering, material handling, industrial engineering, product design, and quality assurance, had been appointed to a task force responsible for designing the trays. The members, most of whom had been with the company for a decade or more, were chosen for their expertise and familiarity with these parts and their manufacture. Today, Girish called a meeting of the task force and all the members promptly came to attend. Girish started the meeting by reviewing the history of the problem and the activities of the search team. He stressed that the task forces were to come up with a design concept for the special divider trays. He then opened the meeting for comments and suggestions. Suresh from industrial engineering spoke first: "In my opinion, the solution to the problem is to make sure that the workers are more careful in handling the parts rather than in designing some new contraption for handling parts". Dinesh from product design agreed. He urged the task force to recommend that new handling procedures be written and enforced. Girish interrupted the discussion: the earlier search team already decided, with the approval of top management, that new divider trays would be designed and used. He knew that the investigating team had considered new handling procedures with better enforcement, but had rejected this solution because of the extent of the damage and the expense of the parts involved. He told the members and reminded them that the purpose of this task force was to design the new dividers, not to question the investigating team's solution. The task force members then began discussing the designing of the dividers. But the discussion always came back to the issue of handling procedures and their enforcement.

Finally, Ramesh from materials handling spoke up: "I think we ought to do what Dinesh had suggested earlier. It makes no sense to me to design dividers when written procedures will solve the problem." The other members nodded their heads in agreement. Girish again reminded them of the task force's purpose and said that a new recommendation would not be well received by top management. Nevertheless, the group insisted that Girish should write a memo to the vice-president of manufacturing with the recommendation. The meeting was adjourned 15 minutes after it commenced.

Girish started to write the memo, but he knew that it would anger several of his bosses. He hoped that he would not be held responsible for the actions of the task force, even though he was its chairman. He wondered what had gone wrong and what he could have done to prevent it.

Questions:

1. What characteristics of group behavior discussed in the chapter can you identify in this case.
2. If you were Girish, what would you do now?
3. Draft a Memo on behalf of Girish ; considering above incidence.

3) Case Study3: Perceptual Process Disposed at Workplace at Star Skilledge Pvt. Ltd.

Salmah, a 3 years employee in Star Skilledge Pvt. Ltd. A careful, hardworking, disciplined, ideas contributor employee in the company. Out of the many peers working in her department was Ahmad, who was also reporting to the same reporting Manager as hers. Ahmed and his reporting Manager hailed from the same native place. In the current appraisal cycle Salmah was confident about her contribution towards the company. She expected good pay, feedback and next promotion from her top management. However, the one who gets promoted is Ahmad who is being a good friend to her boss. She believed Ahmad's promotion is not based on his performance and skill as Salmah believes that his skill and performance is not as high as hers. Salmah makes a perception where her boss being discriminate to her based-on gender by letting Ahmad get promoted. Salmah began to change from positive to negative attitude as her perception towards Ahmad and her boss becomes negative.

Questions:

- i. With reference to the case, Salmah may have made wrong perception towards her boss's decision.
- ii. Discuss the possible decision that Salmah could take in order to provide her with more accurate perception.
- iii. Analyze the scenario from various angles and share your reflections.

4) Case Study 4: MORALE GONE BUST

Dinesh, a young executive in Softech Ltd., has become irritable, unpopular with colleagues and subordinates; and a problem for the boss. His performance has started to slacken and mistakes his every action and recommendation. What is surprising is just three months back Dinesh was quite opposite of all these. He also has a brilliant track record. With a gold medal from a prestigious B-school, Dinesh entered his vocational area of finance and proved an instant success. He has revamped the cost and budgetary control system, set up a management accounting procedure, and created a reliable and efficient management information system. Dinesh received awards and is slated to climb up the organizational hierarchy further. Yet, such a man has gone to pieces all of a sudden. Several things transpired against Dinesh. His only son has turned out to be a spastic child, he has been overlooked for a

promotion, with a less flamboyant outsider being preferred for the no. 1 slot by the management, which has suddenly exhibited its preference to a traditional accountant and he has fallen foul of a powerful line executive. To compound the problem further, what had been a mild flirtation with an office colleague has assumed the proportion of a major sex scandal. With his emotional relationships in a mess and worried about his sons health and his own future in Softech, Dinesh's morale has gone bust. His self-confidence has been rudely shaken.

Questions:

- 1.How would the knowledge of OB help describe these sudden happenings in the life of Dinesh?
- 2.What should Dinesh do now?

5) Case Study 5: Women in Leadership Programme

Management and organisational behaviour in action case study

The Post Office – Women in Leadership Programme

The Post Office is a commercial organisation with a social purpose. Its network of around 11,800 branches delivers over 170 products and services, serves 18 million customers per week and has 7,845 employees. Facing a specific challenge of declining female representation (March 2013: 61.4 per cent of frontline positions/43.8 per cent of first-line management/35.5 per cent of senior management/22.2 per cent of senior leadership), and a quarter of roles were part-time (90 per cent filled by women), it needed to increase females in senior teams. Initiatives included:

The Women in Leadership Programme

Senior Leadership Endorsement – the female chair and chief executive both acted as figure-heads. Sponsored by the Chief Executive, Paula Vennells, who attended each event to provide an introduction and undertake a question and answer session.

Transparent Diversity Targets – For 2013–14 the business set a target of appointing women into 40 per cent of its senior leadership and senior management roles, a 7 per cent increase on the 2012–13 out-turn.

Line Manager Support – workshops for seventy senior managers were run to explain the target and what people could do to support it. Sessions focused on the business case and unconscious bias.

Each event brings together eighty of the organisation's high-potential women identified through existing performance and potential data. The events take place every three months with the objectives of:

1. Profiling female role models (internal and external).
2. Working on real business problems (a recent event focused on our female SME customer proposition).
3. Networking (our full Executive is invited to the events so our aspiring female leaders can meet them informally).

Regular Follow-Up Communication – Bi-annual Women in Leadership events where high-potential women met role models, networked and worked on real business problems. Launch of a communications campaign called '3 minutes with' featuring an interview with someone in the Post Office with a diverse perspective. Feedback for the event has been very positive with an average rating of 9.5 out of 10. The outcome resulted in 45.7 per cent of women appointed into senior management roles. The senior leadership team is now 28.3 per cent female.

This activity is supporting the business to achieve a greater level of customer excellence and business engagement. The employee survey saw a 2 per cent increase in the level of customer understanding. The senior management talent programme identified 40 per cent female members, over 4 per cent above the wider female representation at that level and a female engagement index of 58 per cent– currently 7 per cent above the organisational norm.

Source: Aidan Alston, Talent and Diversity Manager, Post Office Ltd. Reproduced with permission.

Tasks

1. Give your views on the Women in Leadership Programme. What in particular do you think has contributed to the success of the programme?
2. Explain why you think there has been an under-representation of women in senior leadership positions.
3. Comment critically on the representation, and actual responsibilities, of women in senior leadership positions in your own university and/or other organisation with which you are familiar.

