

[This question paper contains 8 printed pages.]

2010

Your Roll No.

MHROD/II Sem.

A

Course-622

ORGANIZATIONAL BEHAVIOUR

(Admissions of 2004 and onwards)

Time : 3 hours

Maximum Marks : 70

*(Write your Roll No. on the top immediately
on receipt of this question paper.)*

Attempt all questions.

All questions carry equal marks.

1. "Mintzberg's managerial roles are very diversified and it is very difficult for any individual to excel in all the roles." Comment. Also discuss the most important roles which HR head should perform in a big manufacturing company.

OR

Rajan is 26 years old and has a younger sister Shipra who is 18 years old. They had to shift to a new city for some personal reasons. Rajan is law graduate and is not very sure whether he will be able to use his knowledge and skills effectively in the new place. He

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is comfortable with spoken English but is not very skilled at writing good English. He is interested in going in for further education. However, financial constraints stop him from updating his information technology skills.

Questions :

- (a) What are the barrier facing Rajan ?
 - (b) What approaches to learning can help Rajan restart his life ?
 - (c) What kind of reinforcement strategies would stimulate Rajan to learn further ?
2. "There are many situations when terminal values and instrumental values are in conflict with each other and these situations really test the value system of an individual or organisation." Critically evaluate the statement. Discuss the terminal and instrumental values. Also give two examples of such situations.

OR

- (a) Write a detailed note on Transactional Analysis with examples of each type of transactions
- (b) Discuss the concept of Johari Window with the help of suitable diagram How it can be used as tool to maximize effectiveness.

3. "The most difficult challenge for HR managers is to create sustainable motivation amongst employees which is coming from inside." Critically evaluate the statement. Discuss the concept of CCMP in this context with suitable examples.

OR

- (a) Write a brief note on Determinants of Organization Culture.
- (b) Distinguish between Individual decision making and group decision making.
4. Write short notes on any **two** of the following :
- (a) Organisational Effectiveness : Concept and measurement
- (b) Group Dynamics and conflict resolution strategies
- (c) Transactional Leadership and Transformational Leadership
- (d) Contributing disciplines to OB
5. **Case Study**

Analyse the following Case Study and answer the questions given at the end :

Infosys Technologies, founded in 1981 with a seed

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capital of \$250 is today a global leader in IT and consulting with revenues in USD 4.8 billions reported for 2010 fiscal in the Annual Report. N. R. Narayana Murthy, one of the seven founders, served as the CEO of Infosys for 21 years before handing over the reins to Nandan M. Nilekani. Kris Gopalakrishnan, the Indian industrialist, software engineer and one of the 7 founders of Infosys Technologies took the reins from Nandan Nilekani. A highly ethical and motivational leader, Murthy is a recipient of several awards. He was honoured with the Padma Vibhushan, the second highest civilian award by the Government of India, in 2008. In 2004, Time magazine identified him as one of the 10 global leaders who are helping shape the future of technology. A visionary, Narayana Murthy has put in efforts to ensure that Infosys follows a culture of meritocracy where anyone could be boss.

Leadership Development initiatives at Infosys Technologies are commendable which most of the organizations don't put much attention to. Infosys Leadership Institute (ILI) established in 2001 was fully dedicated to this initiative and every year over 100 potential leaders were groomed. There was a systematic selection process to shortlist candidates for the three year leadership development program at ILI. The interventions and leadership development program was based on the 'nine-pillar' 360-degree

feedback, development assignments, Infosys culture (IC) workshops, development relationships, leadership skills training, feedback intensive programmes, systemic process learning, community empathy, and action learning] model and formulated incorporating the best practices in leadership development followed by successful global companies.

The Core Values of Infosys are :

Customer Delight

Lead By Example

Integrity and Transparency

Fairness

Excellence

Infosys has also developed the PSPD Model (predictability, sustainability, profitability and de-risking) that ensures for high standards for all stakeholders. This has included the development of strong management systems to guarantee accountability at all times with procedures in place for grievances and such like. One example is the case of a much publicised sexual harassment claim, settled out of court, but that has resulted in the reviewing and improvement of staff and awareness of this problem, and the introduction of a code of conduct for employees on acceptable behaviour.

Recently shocking news came against Infosys. Jačk Palmer, who has been working with the company as a principal consultant since August 2008, has filed a complaint with the Alabama Court saying the company was sending employees on B1 visas to work full time in the US, though the visa is only meant for visitors who come for meetings, conferences and business negotiations.

In his complaint, he has also accused Infosys of not paying federal and state taxes in the US. The US is the most crucial market for Infosys from where it draws over 60 percent of its revenues. About 15 000 are employed by the company in that country.

Palmer said Infosys had asked him to come down to its headquarters in Bangalore to devise ways to overcome the restrictions on H1B visas that had been put in 2009. He was also asked to write "welcome letters" for Indian employees so they could come on B1 visas.

An Infosys spokesperson said he could not comment on the matter as it was subjudice and the company would defend itself.

Palmer said he had taken up the matter with the company's corporate counsel Jeff Friedel and that subsequently a manager from India confirmed the violations but asked him to keep things quiet. Friedel

also confirmed the fraud to him, Palmer said in his complaint. Palmer said he had also filed a complaint with the 'Whistleblower team' which did not investigate the matter thoroughly and that he had been receiving threatening phone calls from the company and was "subjected to constant harassment, threats, and retaliation". A company executive said on condition of anonymity that this was a case filed by a disgruntled employee and that a company as transparent as Infosys did not have reason to worry. The executive also said he did not see this impacting the company's image in the US in any way.

Immigration experts such as Morley J Nair say US consulates have already made it tougher for Indian professionals to get work permits. "Going by anecdotal evidence, the rate of denials seems to have gone up substantially at US consulates, especially at consulates in India. Even if visas are issued, often they are issued only after applicants are put through a grueling process to present more elaborate evidence about the US employment," Nair said. He added that Indian companies will need to hire more locally in order to avoid regulatory and other challenges.

Questions :

- (a) Do you think that Infosys has moved away from its core value of Integrity or it is just a complaint

of one disgruntled employee and Infosys image in the US is not at stake? Give reasons for your answer.

- (b) The case filed by Palmer questions the success of Leadership Development Initiative of Infosys?
- (c) Assume that you are the CEO, what action you would take in this situation?
- (d) Discuss the learning lessons for the HR department in this case.