

MGT 3113 –Organizational Behaviour

Answer all five questions

Time: 03 hours

Q1 CASE STUDY : HOW A UPS MANAGER CUT TURNOVER

In 1998, Jennifer Shroeger was promoted as a district manager for UPSs operations in Buffalo, New York. She was responsible for 225million in revenue, 2300 workers, and the processing of some 45,000 packages an hour. When she took over in Buffalo, she faced a serious problem: turnover was out of control. Part-time workers who load, unload and sort packages and who account for half of Buffalos workforce –were leaving at the rate of 50 percent a year. Cutting this turnover rate became her highest priority.

This entire UPS organization relied heavily on part-time works. In fact, it had historically been the primary inroad to becoming a full-time employee. Most of the UPSs current executives, for instance, began as part timers during their college years, then moved into fulltime positions. Additionally, UPS had always treated its part-timers well. They were given high pay, flexible work hours, full benefits, and substantial financial aid for college. Yet these pluses didn't seem to be enough to keep workers at UPS in Buffalo.

Shroeger developed a comprehensive plan to reduce turnover. It focused on improving hiring, communication, the workplace, and supervisory training. She began by modifying the hiring process to screen out people who essentially wanted full-time jobs. She reasoned that unfulfilled expectations were frustrating those hires whose preferences were for full-time work. Given that it typically took new part-timers six years to work up to a full-time job, it made sense to try to identify people who actually preferred part-time work.

Next, Shroeger analyzed the large database of information that UPS had on her – differentiated by age and stages in their careers. In response, Shroeger modified the communication style and motivation techniques she used with each employee to reflect the group to which he or she belonged. For instance, Shroeger found that the college students were most interested in building skills that they could apply later in their careers. As long as these employees saw that they were learning new skills, they

were content to keep working at UPS. So, Shroeger began offering them Saturday classes for computer-skill development and career-planning discussions.

Many new UPS employees in Buffalo were frightened by the huge warehouse in which they had to work. To reduce that threat, Shroeger improved lighting throughout the building and upgraded break rooms to make more user-friendly. To further help new employees adjust, she turned some of her best shift supervisors into trainers who provided specific guidance during new hires' first week. She also installed more personal computers on the floor, which gave new employees easier access to training materials and human-resource information on UPS's internal network.

Finally, Shroeger expanded training so supervisors had the skills to handle increased empowerment. Recognizing that her supervisors-most of whom were part-timers themselves- were the ones best equipped to understand the needs of part-time employees, learned how to assess difficult management situations, how to communicate in different ways, and how to identify the different needs of different people. Supervisors learned to demonstrate interest in their worker as individuals. For instance, where they went to school, and the like.

By 2002, Shroeger's program was showing impressive results. Her district's attrition rate had dropped from 50 percent to 6 percent. During the first quarter of 2002, not one part-timer left a night shift. Annual savings attributed to reduced turnover, based largely on lower hiring costs, are estimated to be around \$1 million. Additional benefits that the Buffalo district has gained from a more stable workforce include a 20 percent reduction in lost workdays due to work-related injuries and a drop from 4 percent to 1 percent in packages delivered on the wrong day or at the wrong time.

Questions

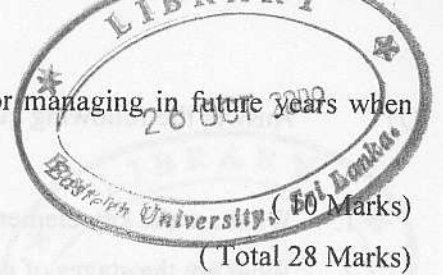
1. Define turnover and why did Jennifer Shroeger want to reduce turnover?

(08 Marks)

2. In addition to turnover, what other criteria should Ms. Shroeger examine in evaluating the effectiveness of the UPS program? Why is it important to examine multiple criteria evaluating an OB program?

(10 Marks)

3. What are the implications from this case for managing in future years when there may be a severe labor shortage?



(10 Marks)
(Total 28 Marks)

- Q2 a) Define the Knowledge Management and briefly explain the stages of Knowledge Management process.

(06 marks)

- b) Describe the factors in the Big Five model. Which factors do show the greatest value in predicting behavior?

(06 marks)

- c) How do you manage Emotional Labour in an organization at uncertain situations? Explain.

(06 marks)

(Total 18 Marks)

- Q3 a) What does mean impression management? and define its process.

(06 marks)

- b) Briefly explain the main factors determine the team cohesiveness in group decision making.

(06 marks)

- c) Define organizational commitment and briefly describe the guidelines to enhance organizational commitment.

(06 marks)

(Total 18 Marks)

- Q4 a) List out the differences between effective and ineffective group in organization.

(06 marks)

- b) Define culture and subculture. How does a strong culture affect an organization's efforts to improve diversity?

(06 marks)

- c) What is "SECRET"? and briefly explain the technique of SECRET for successful team dynamics.

(06 marks)

(Total 18 Marks)

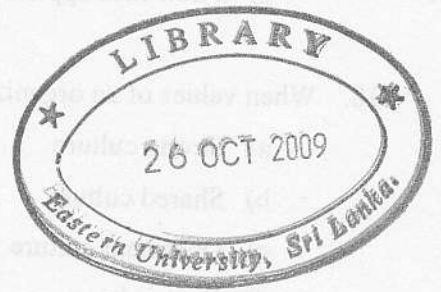
Q5

Answer the following questions in separate sheet.

1. What are the key elements of organizational behavior?
2. What are the stages of group development?
3. What are the personality factors of the Big Five Model?
4. What are the five anchors of organizational behavior?
5. What are the five dimensions of Emotional intelligence?
6. What are the sources of power in organizations?
7. What are the elements of Active Listening?
8. What are the stages of knowledge management process?
9. What are the stages of Kurt Lewin's three-step model?
10. Which behavioral science would be most useful to help to understanding an individual's behavior?
 - a) anthropology
 - b) psychology
 - c) political science
 - d) social psychology
 - e) sociology
11. The theory that has been proposed to develop explanations how we judge people differently, depending upon the meaning we assign to a given behavior, is
 - a) behavioral theory
 - b) personality theory
 - c) attribution theory
 - d) judgmental theory
 - e) situational theory
12. When does a group become a team?
 - a) When they develop their own purpose and mission.
 - b) Any group is already a team.
 - c) When a strong leader emerges.
 - d) When they have a common relationship.
 - e) when everyone achieves his or her individual goals

13. Intranets are a useful way to improve communication with

- a) Competitors
- b) Global markets
- c) Employees
- d) Customers
- e) External clients



14. Impression management is

- a) Less likely to be used by high self-monitors
- b) The process by which individual attempt to control the impression others form of them
- c) always used in a destructive way
- d) perceived by people as negative
- e) not a management tool

15. A third party to a negotiation who has the authority to dictate an agreement is a/an

- a) arbitrator
- b) mediator
- c) Conciliator
- d) Advisor
- e) negotiator

16. Dominant culture is defined as

- a) When a culture demonstrates high agreement among members about what the organization stands for
- b) When the organizational beliefs are both intensely held and widely shared
- c) A system of shared meaning that expresses the core values shared by a majority of the organizational members
- d) The primary, dominant or values that are accepted throughout the organization
- e) Minicultures within an organization, typically defined by department designations and geographical information

17. Innovation is which of the following?

- a) Change that is linear and continuous
- b) Change that is multidimensional
- c) People who assume the responsibility for managing activities
- d) What an organization delivers better than its competitors

e) a new idea applied to initiating or improving a product, process and or service

18. When values of an organization are intensely held and widely shared, it is said to have

- a) Strong culture
- b) Shared culture
- c) Dominant culture
- d) Core culture
- e) sustainable culture

(18 x 01= 18 Marks)