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**DOON UNIVERSITY**

**SCHOOL OF MANAGEMENT**

**END SEMESTER EXAMINATION DECEMBER 2016**

**ORGANIZATIONAL BEHAVIOR**

**MMS-506**

**MBA-I SEMESTER**

**Attempt all questions**

**MM: 50**

**SECTION-A**

- 1. Explain the concept of Organizational behavior and give the major OB variables. 4**
- 2. What is organizational citizenship behavior? 3**
- 3. What is psychological contract? 3**

**SECTION-B**

- 1. Explain the Big-5 model of personality. 10**
- 2. What is workplace spirituality? 10**

**SECTION-C**

- 1. Discuss the questions given in the case. 20**

has a wonderful personality and pays close attention to

what information about Suraj bhai suggests that he has a proactive personality?

Source: Based on M. Blombert, "Cultivating a Career." *The Gainesville (Florida) Sun*, May 9, 2005, p. D1.

## Case Incident 3

### RIGHT MAN, WRONG JOB?

Deewankar Hansa studied the calm face of Amit Roy, who had just told him, "I have decided to resign from XANites." He had been expecting this, the symptoms had been surfacing for sometime now. The reasons had become apparent, yet, now he wondered where his firm, Catalyst Solutions, had gone wrong. Eight months ago, Deewankar Hansa had placed Amit Roy at XANites as business head, next in command to the country head, Dave Daughy. Netting Amit Roy for that job had not been easy, but Dave was adamant. "He is just the kind of person we need to turn around our fortunes. Whatever be his terms, just hire him for me."

Deewankar Hansa could understand Dave's urgency. At XANites, India was on the top priority for outsourcing the call-center operations. With the changed economic scenario of the 1990s, competition brought XANites to its knees. More than the declining profits the company recognized that it was not seen as the best employer, and that it was not able to attract bright talent.

Dave was clear he was hiring his business head from India. "We do have all kinds of skills, but we need somebody

who understands India," he told Deewankar Hansa, the vice president at Catalyst Solutions. "Then again, the standards and benchmarks that we have been operating with all these years can be put in place here as well. It would be far wiser to hire ready-to-use skill from outside, especially when we are starting operations in India. We need to set in a local force with parent systems and procedures, and that can happen only if we have the right man to navigate. A person who is focused on customers and cost."

It was clear to Deewankar Hansa that Dave's priority was overseas operations in India for competitive advantage of reduced cost. Naturally, Catalyst Solutions derived its brief for the candidate search and the required business competencies from the company's objectives.

Amit Roy's 18 years' long experience had been in professionally run companies. Since liberalization, he had changed two jobs. He was an active person who energized his subordinates and conveyed a sense of efficacy, competence, optimism, and enjoyment. He was warm, attentive to others, concrete, sensitive, adaptive, experimenting, and organized. Despite his strong academic background

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and the systems-driven environment he was often in, he was not obsessed with processes or systems. These fitted well with the needs of XANites, which needed an insight into what its customers really wanted.

Three months after Amit Roy joined XANites, Deewankar Hansa continued to stay in touch with the client and the candidate, for that was how Catalyst Solutions operated. He was adaptable and looking forward for new ways of doing things.

The subtle undercurrent was detected that Amit Roy was not developing the kind of rapport he needed within the organization. Deewankar Hansa spoke to Amit Roy to feel his pulse. He was not gung-ho, but he said, "I have identified exactly what needs to be done and they are very excited. But even after several discussions and presentations, nothing has moved." "Do you know why?" asked Deewankar Hansa. "Like I said, it is not that they disagree," said Amit Roy. "They just need to understand the Indian market and culture, and should be willing to adopt a new model for operations."

The following month Amit Roy looked more distraught, although he was his usual genial self. "Oh yes, things have moved a bit," he said to Deewankar Hansa. "My boss Keithe, the head of Asia-Pacific operations, has agreed with the plan, but the budgets and sanctions have to come from the commercial director." "Tell me more, Amit," prompted Deewankar Hansa.

"Nothing serious, just that the commercial guy needs to get the go-ahead from his boss, who sits in London." "Is there an issue?" asked Deewankar Hansa.

"Well, the commercial director at headquarters has his sights set on a different plan for India. He has been saying to Keithe that India should be used for back-office operations, for both the United States and the United Kingdom. They see India as a cheaper labor market in the world."

"What do you think should be done, Amit?" asked Deewankar Hansa. "What should be done was put up to the Indian board and the Asia-Pacific board 3 months ago," said Amit Roy. "Even today I stand by it. But all these presentations and counter-debates are wearing me down. We have gone too far away from the focus."

"How is that relevant for what we need to do? Keithe needs to sell this to his boss in London, who will then call the commercial director and ask him to abandon this plan . . . then the commercial director will have to tell his bosses why that plan has to be shelved for the moment because India is making waves. Therefore, let us start the operations later. Then we come back full circle because then he allows his boy in Singapore to give me budgets. I need money for all that. For some reason, they do not want to do anything. But you know, it's all too late. Whatever I did in 3 months has come to naught, our competitors have gone and done what we had wanted to do."

The rest of the day, Deewankar Hansa remained preoccupied with Amit Roy. However hard he tried, he could

not place a finger on what the real problem could be. He knew Amit Roy's past. He had seen him at work. In the midst of utter chaos, he was like a man possessed once he had his focus list ready. In fact, this was exactly the trait in Amit Roy's personality that produced success at companies in worse situations.

Why is Amit Roy unhappy, wondered Deewankar Hansa. "What is missing?" he asked aloud, as if expecting the walls to reply. Deewankar Hansa stared at the deep end of the horizon and willed the unusually calm afternoon sea to find a reply. No, Amit Roy was not giving up, he reassured himself, and after all, it was only 5 months. It was unlike a resilient fighter like Amit Roy.

Deewankar Hansa picked up the phone and started calling a number of people. "He has a very big plan for the organization and this is what XANites needs . . . if he swings it, XANites will definitely be a forerunner, it will give the competition a good run for their money." The young internal management committee said, "He has some far-reaching ideas . . . this man is going to be our winning mascot." But the older team said, "He won't last long, this is not the kind of organization that can move at his pace." The Asia-Pacific head said, "Tell him to be more patient. We are not such a fast organization. He wants everything to be done fast. . . after all, we are responsible for India, and we need to think out his moves carefully." Amit Roy had entrepreneurship in him, he could drive. But at XANites, he was not succeeding. Was it because he was caught in a web of conflicts? Or was it because he wanted to move faster than the company?

That was when Deewankar Hansa called on David Jones, the business adviser to Dave.

David Jones had retired 3 years ago, but had been retained by Dave, who valued his organizational wisdom. Deewankar Hansa was struck by his tall, burly frame. Yet when he spoke, the softness in his voice and the slow, measured manner of delivery assured Deewankar Hansa that here was a man who knew the organization deeply. "Structures are easy to change, but mindsets take longer," said David Jones, in his rich English diction. "Mindsets don't keep pace with what you want. Clearly, the business needs a mindset like Amit Roy's, but he does not have the position in the organization to create those mindset changes globally.

Now see this organization. You have 20,000 people. He has plans for 10,000 to be recruited in each quarter in India. The number will be 40,000 by next year in India itself. India offers a huge pool of English-speaking and computer literate graduates, possessing the right skills for IT-enabled services. What's more is that they are available at almost one-tenth of the cost as compared to the United States. He is clear that the company needs the changes he is suggesting in the next three months. So, he feels, 'The problem is so apparent, can't you see it? Now let's get on and do it.' What he is saying, and rightly so is, 'Give me

3 months, I will show you what the problems are; have faith in me and I will deliver it.' But that is not how this company is used to working. They want 7 different people to examine the recommendations, 12 different presentations to be made to different committees, before they all agree. And each of these various people will examine how it all fits into their own business plan and what is in it for them. Naturally, therefore, this young man is unable to get his plan kick-started."

Deewankar Hansa waited as David Jones arranged his thoughts. Soon he continued, "Culturally, XANites, and I mean the whole organization, not just India, would rather have a person who would move inch by inch. Everyone is seeing the business. The U.S. client companies who are outsourcing operations to India are able to virtually work around-the-clock, courtesy the time-zone difference between India and the United States. And that means double revenues.

In overseas operations, you have to have somebody who champions the company's cause and understands the cultures of both the countries but, to my knowledge, there is no one who is bringing all this together. One has to honor the sentiments of that country. They feel the people are dying for employment, and you can get them for pennies. Naturally, what this new young man has set about is going to upset a lot of people both in India and across the global network. As it is going to topple people from their comfort zones, it will challenge the existing practices, which will eventually lead to redrafting the whole company's strategies for India."

"Frankly, I am surprised," said Deewankar Hansa, "because we did believe, based on all the excitement we saw, that the company was doing international operations."

"You see, India was not a critical aspect of the world network, so many decisions pertaining to India were usually put on the back burner, and the Indian management too had grown to adopt a submissive, pleading kind of character, almost grateful for permissions to make small moves in their market. But now, in the face of the change, India is picking up. But the system is not used to receiving dissent and a difference of opinion from India. Typically, it was always top-down. International pressures dictated their terms in India. So, a pattern of relationships and feelings had been formed. Yes, it will take some time to overcome all that and present a new face of India to our parents."

As he drove back to his office, Deewankar Hansa kept replaying David Jones's words in his mind. He could see why Dave had wanted to retain this man. In the face of change, the sort that XANites was putting itself through, there certainly was a need for that personality in the organization. But he could not be distracted by his most major thought. Where had Catalysts Solutions erred in fitting Amit Roy in XANites?

As he saw it, the operations in India were not fully sold to the parent company. Consequently, Amit Roy was caught in a web of conflicts. He was the head of a business, with a dotted line to the country head. But for his business, he was reporting to the business head for Asia-Pacific. Then, there were other heads of other businesses who sat in different offices in Asia Pacific, which also have an Indian business. But somewhere budgets got allocated to businesses on a global basis. The fact remained that given the matrix structure, it was critical for Amit Roy to continue to network with various other heads, reaffirm his loyalty, and reassure them about the business. It was a very complex network of people and functions. There were too many people and, hence, too many relationships to be managed.

Yet, in the final analysis, the fact remained that given the structure, it was critical for Amit Roy to continuously network with each of these people, reaffirm his loyalty, and to reassure them that business would be nurtured in India. That meant a person in Amit Roy's role would really spend only 20 percent of time in business activity.

And this morning, at the Le Meridien, New Delhi, Amit Roy said to Deewankar Hansa, "I am not the right person for this job. I had not known that the decision-making process was so complex and required interaction with so many people, that debates would be so long, and that India as a priority had not been fully sold within the company. I cannot see myself dealing with so many issues, which take my attention and energy away from the business. So many people have to be involved and educated about India repeatedly. . . none of them has been in India or even has an understanding of the local dynamics. . . here every presentation starts with 'We have a 200-million middle class . . .' That's where they are . . . still discovering India, and by the time they are all in sync, the time for decision making will be over! Look, the company has chosen a path for itself and on that path I am unable to use my time productively."

The next day, when Deewankar Hansa explained the situation to Dave, he replied "I understand. He was too entrepreneurial for us, he wanted to move at a pace which the business needed, but we as an organization are not ready for that pace. We are too process-driven. But we are determined to correct some of those issues by bringing in younger and different people. The younger lot is far more adaptive and driven by changes. The way we are today, the company's culture is not conducive to rapid growth . . ." Dave smiled at Deewankar-Hansa, "The body cannot digest rich foods on an empty stomach, but 3 years from now, he is the kind of person I will go for, the company will be ready for him, and he will be ready for the company."

At the end of it all, Dave thought that Catalyst Solutions had hired a fantastic guy for them, and that Amit Roy was the right person for them and XANites had lost him.

## Questions

1. Was Amit Roy the right person for the job? Why?
2. Dave thought that Catalyst Solutions had hired for them a fantastic guy. Would Amit Roy prove to be so?

3. What could Catalyst Solutions have done differently?
4. "The body cannot digest rich foods . . . he will be ready for the company." Discuss.

## Endnotes

1. N. D. Schwartz, "Wall Street's Man of the Moment," *Fortune*, February 21, 2007, [http://money.cnn.com/magazines/fortune/fortune\\_archive/2007/03/05/8401261](http://money.cnn.com/magazines/fortune/fortune_archive/2007/03/05/8401261); and H. Sender and M. Langley, "How Blackstone's Chief Became \$7 Billion Man," *Wall Street Journal*, June 13, 2007, pp. A1, A13.

*Personality in Work Organizations* (Thousand Oaks, CA: Sage, 2002).

11. See, for instance, G. W. Allport and H. S. Odbert, "Traits: Names, A Psycholexical Study," *Psychological Monographs*, no. 47 (1936); and R. B. Cattell, "Personality Pinned Down," *Psychology Today*, July 1973, pp. 40-46.
12. R. B. Kennedy and D. A. Kennedy, "Using the Myers-Briggs Type Indicator in Career Counseling," *Journal of Employment*