



PRINCE OF SONGKLA UNIVERSITY
FACULTY OF ENGINEERING

Final Examination : Semester 1
Date : 13 Oct 2010
Subject : 225-513 Organizational behavior and learning
for industrial management

Academic Year : 2010
Time : 9.00-12.00
Room : A400

คำสั่ง

1. ในกระดาษคำถาม 9.หน้า (นับให้ครบก่อนลงมือทำ)
 2. ห้ามการหยิบยืมสิ่งใด ๆ ทั้งสิ้น จากผู้อื่น ๆ เว้นแต่ผู้คุมสอบจะหยิบยืมให้
 3. ห้ามนำส่วนใดส่วนหนึ่งของข้อสอบออกจากห้องสอบ
 4. ผู้ที่ประสงค์จะออกจากห้องสอบก่อนหมดเวลาสอบ แต่ต้องไม่น้อยกว่า 30 นาที
ให้ยกมือขออนุญาตจากผู้คุมสอบก่อนจะลุกจากที่นั่ง
 5. เมื่อหมดเวลาสอบ ผู้เข้าสอบต้องหยุดการเขียนใด ๆ ทั้งสิ้น
 6. ผู้ที่ปฏิบัติเข้าข่ายทุจริตในการสอบ ตามประกาศคณะกรรมการฯ มีโทษ คือ ปรับตกในรายวิชาที่ทุจริต
และพักการเรียน 1 ภาคการศึกษา
 7. ให้ทำในกระดาษคำตอบเท่านั้น ตอบนอกกระดาษ คำตอบไม่มีคะแนน
 8. เขียน ชื่อ หรือรหัส ในกระดาษคำตอบทุกหน้าก่อนเริ่มทำ เพื่อป้องกันความสับสน ในกรณีกระดาษคำตอบหลุด
จากฉบับ
 9. ให้นักศึกษาสามารถนำสิ่งต่อไปนี้เข้าห้องสอบได้
 - ตำรา
 - หนังสือและเอกสารอื่นๆ
 - นำ Dictionary และ เครื่องคิดเลข เข้าห้องสอบได้
- ห้ามนำ Notebook เข้าห้องสอบ**
10. ให้ทำข้อสอบโดยใช้ ดินสอ ปากกา

ผู้ออกข้อสอบ ผศ.ดร.กลางเดือน โพนนา

Case	1	2	3	4	5	Total
Full score	10	10	20	20	20	80
Score						

Student name :code :

Read the following case studies and answer the questions:

Case 1: The Job Application (10)

A former colleague has come to you for confidential advice. He is a recent widower with three children who has no close friends or family in the area. A severe recession has left him jobless for 18 months. His skills are not in demand. Six months ago he started looking outside his field, increasingly willing to take anything. But even minimum wage positions were scarce and did not pay enough for one person to live on, much less four. He is deep in debt and has filed for bankruptcy. He is three months overdue on the rent and has been served with an eviction notice. He has been trying to keep a cheerful, hopeful attitude for the children, who so far don't know the extent of the family's woes.

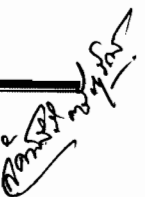
Now a job he applied for 12 months ago has come up. The salary is higher than any he's ever received and the benefits package would cover his whole family. He was told the choice is between him and one other person, but he has to swear in writing that he has never taken illegal drugs. Trouble is; he has. He used to smoke marijuana, not a lot, but regularly. He has never taken any other illegal drug, and he doesn't use marijuana anymore either. **He has asked you whether he should lie on the application or not. What do you say?**

Handwritten signature

Student name :code :

Case 2: Local Business (10)

The press has called for your comment on a story developing around a business in your community. The facts are that four of the original owners of a metal fabricating company are selling out to the fifth owner. The company has been successful and after 25 years, employs 250 people in the plant and 150 in the office. In evaluating the company, the new sole owner sees much duplication: 5 accountants could do the job that 20 now handle. In every office department, the company has over hired. Cutting back would dramatically improve the company's profits. But the company is a small, close-knit community and the employees have long service records and are extremely loyal. **The reporter wants to know what you would do if placed in this position. What do you say?**

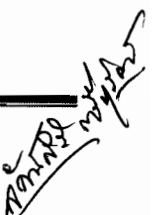


Case 3: Sagar Private Limit (20)

Sagar Private Limited is a small company, which manufactures plastic products such as mugs, buckets, and other household utility products. This company, which is situated in an industrial belt in New Mumbai, has typical labor needs. Since quite a few operations including packing of products are done manually, the company employs 80 workers on the shop floor. The company supplies its products to retailers in and around Mumbai. It has a long production run and longer product life-cycles and therefore the management believes that the company is making fewer profits because of this. As a result, the top-management, which comprises of the members of Apichon's family, since this is a family-managed business, decided to invest resources on automation to have shorter production runs and shorter product life-cycles. It has decided to introduce packaging machines to reduce semi-skilled and unskilled labor.

The company has a bad record in industrial relations since workers in the past have had several problems pertaining to wages and working conditions. Samrit Dube, a worker who is often pampered by management to get their way, dominates the company union. Samrit is a man who ranks very low in personal & professional ethics but has a way with people and is good at politics. He has a substantial clout with the workers who trust him and would act on his advice. But the management is fully aware that Samrit may not be able to help much if the company thinks of retrenching workers. Samrit immediately sensed a good opportunity to make a big sum so he pretended that convincing the workers was a Herculean task and he would need at least 6 months time to do this. The management was however impatient to introduce automation and told Samrit to convince workers within 3 months to help them supplement the decision. Of course, Samrit played his game and asked for a huge sum in reciprocation of his effort. The Apichon brothers were shocked at the price that Samrit wanted. They however knew that things would only get worse if they refused Samrit's proposal.

- 3.1) Was the Apichon family's method of introducing change in Sagar Private Limited appropriate? Please substantiate your response giving suitable reasons.**
- 3.2) How would you handle Samrit if you were in place of the Apichon?**



Student name :code :

Case 4: Beta Water Purifiers (20)

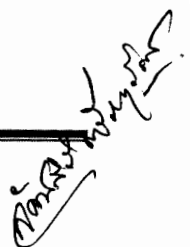
Chatree Gupte is a sales representative with Beta Water Purifiers. Chatree is a star sales representative with the highest sales turnover record for 5 consecutive months. He is an aggressive and a dynamic sales person with a strong target-orientation. His marketing manager Suwasin Desai is very proud of his accomplishments. Based on his performance appraisal, Chatree has been promoted to the rank of Assistant Manager (Marketing). He is now required to supervise the work of 6 sales representatives and to manage sales targets for his area.

After assuming charge as an Asst. Marketing Manager, Chatree set the targets for the first month and communicated these to the sales representatives in a direct and explicit manner. 4 sales representatives found the targets to be too ambitious but reserved their comments. After the meeting they discussed the issue informally and dispersed. Chatree called the fortnightly review meeting to take stock of the situation. He was extremely disappointed to know that all the six representatives were trailing behind in target achievement. He was very blunt in communicating his disappointment and told their team to get their targets by the end of the month. After the meeting, all the six representatives expressed their displeasure with the meeting and found the demand of Chatree unreasonable. They commonly perceived him to be a difficult person to deal with. They thought of approaching Suwasin for this. Harish and Sameer, two of the representatives met Suwasin and discussed this with him. Suwasin was a little upset with Chatree, but he thought to himself that Chatree is very efficient but lacks tact to work with people. He assured the duo that he will speak to Chatree in this regard.

Suwasin called Chatree for an informal chat and advised him to go a little easy with people. Chatree was clearly agitated about this since he took this as a personal affront, as he sensed during this meeting that someone must have complained about his behavior to Suwasin. Instead of going easy with the team, he turned more bitter in his approach. He called a meeting of all the sales representatives, and indirectly communicated his displeasure with the incident. He once again made it clear that the targets were attainable but needed a greater sense of commitment from the group. Obviously the sales representatives did not like this. At the month-end briefing, Chatree was absolutely disappointed with the team for having under-achieved on the targets' count. He rebuked them for going slow on their work and told them sternly to adhere to the targets in the next month. Deepak, one of the sales representatives, objected to highly monthly targets and suggested that the targets be made more reasonable. Chatree retorted by saying that the targets were absolutely reasonable. Obviously the team was disheartened with this. They all decided to collectively approach Suwasin this time and seek his intervention. When they met Suwasin to brief him about the situation, Suwasin was sure that he had made a mistake somewhere.

4.1)What happened when Chatree got promoted to the position of Asst. Manager (Marketing)? Why did this happen?

4.2)If you were entrusted with the responsibility of managing 6 sales representatives & creating an effective sales team, how would you do it?



Student name :code :

Case 5: A Learning Organization at Svenska (20)

Svenska Handelsbanken is Sweden's premier banks and one of the largest banks in the Nordic region. Lars Groenstedt is Svenska's president and group chief executive, and believes that the bank's competitive advantage comes from the degree of autonomy that branch managers have. The bank's 30-plus years of developing its branch network throughout Sweden, Denmark, Finland, Norway, Norrland, Great Britain, and 14 non-European countries has allowed it to achieve a return on equity that has been above average.

Svenska's branch managers can choose their customer and product offerings, and can set staffing numbers and decide salary levels at their branch. All customers are the sole responsibility of the branch--even large global companies like Volvo are managed by a branch. Each branch is benchmarked against each other on branch performance, as measured by a ratio of costs divided by revenues. Underperforming branches are counseled by regional offices, and there are strict geographical boundaries to stop predatory competition among its branches. Its staff is a relatively small percentage of what their competitors have, and the bank's flat management structure and emphasis on personal responsibility and consensus approach is well suited for the Swedish culture.

This 130 year old bank has proven it can be successful in the industry, and Groenstedt wants to continue to build the learning organization they've started.

- 5.1) What do you see as the advantages and disadvantages of Svenska Handelsbanken's structure?**
- 5.2) Do you believe such a structure could work effectively in cultures, like Thailand?**
- 5.3) What do you believe Groenstedt could do to enhance the learning organization concept at Svenska?**

