

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH  
Program: PGDM IB 2018-20 Trim I  
Subject: Leadership & Organization Behavior**

*Maximum Marks: 25*

*Duration: 2 hours*

*Date : 25/09/2018*

**Q.1 Please reading the following case-let and answer all the subsequent questions. (9)**

Mr. Aviral Sharma is the HR Director at Postgerik Multinational Consulting Company. He is managing a team of 15 executives under various verticals such as Learning & Development (L&D), Talent Planning (TP) and Performance Management System (PMS). Postgerik had recently thought of expansion and added a new vertical in the HR team, Strategic Development. It comprises of 10 people, and is headed by Nishank Vohra. Aviral was aware that in order to ensure that this new addition is accepted by the entire HR team, he would have to ensure all members were on the same page. However, there were issues between team lead PMS, Ketki Khurana and Nishank Vohra. They had conflicts on everything from allocating resources, conducting PMS and changing of appraisal policies. For example in appraisal policy, Ketki felt the existing system of bell curve was apt, whereas Nishank felt 360 degree appraisal would be more effective. Ketki though an introvert, was very articulate. She was always someone who planned way in advance, was methodical, well - organized, logical and facts driven. She did not appreciate last minute changes or surprises. She believed that for best results one has to be meticulous and extremely disciplined. Also, she knew the bell curve method very well and was reluctant to try the new method of appraisal. Nishank was more spontaneous. He was an extrovert and someone who was very innovative, creative, came up with new ideas and strategies for all HR verticals. While other vertical heads were happy with his ideas, Ketki was not comfortable with Nishank. She felt Nishank was fickle and not thorough enough. She felt his ideas would backfire and result in failure of her team. Nishank tried to convince Ketki but failed. Disheartened he went to Aviral for help.

**(i)** Why is Ketki resistant to change? Cite any two sources of her resistance to change.

**(2)**

**(ii)** Ketki and Nishank have different personalities. Ketki was an introvert whereas Nishank an extrovert. What are other dimensions of MBTI (any two) according to which you can classify their personalities. Explain.

(3)

(iii) What are three types of intergroup conflict? Cite any one from this case-let with an example.

(3)

**Q.2** According to the reading "*Power is the great motivator*" why are institutional managers the most successful managers? Explain.

**OR**

What are the six leadership styles according to the reading "*Leadership that gets results*"? Explain any two with examples.

(5)

**Q.3 Write short notes on any 4 of the following:**

(12)

- (i) Components of attitude
- (ii) Stages of group development
- (iii) Trait theories of leadership
- (iv) Two types of workplace diversity
- (v) Self-managed teams
- (vi) Two types of reinforcement

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