

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: MHRDM 2018-21, Semester I

Subject: Organizational Behavior

Maximum Marks: 50

Duration: 3 hours

24/11/2018

Q.1 Read the situation given below and answer the subsequent questions.

Mr. Alok Sinha is the HR Manager at Niara Multinational Company. He is managing a team of 25 executives. He is planning to change his station in 2 weeks and move to Southern part of India, but before he does that, he is required to offload his work to the Associate Manager Ms. Vinita Guha. Alok suggests that Vinita understand the relevance of basic administration and change in roles and responsibilities for her future role as the HR manager. Alok is an introvert who likes to proceed in a planned manner. He likes to make rational decisions using logic and want to ensure that Vinita does the same in order to ensure smooth transition of power. Since she is new to this role, Alok advises and mentors her to understand the team members, their aspirations and goals. It is essential that they accept her as a leader, but that will only happen if she is able to guide them and help them achieve their goals. Alok guides Vinita for the next two weeks to ensure a smooth transition. Vinita is an extrovert person who is full of creative ideas, loves to make spontaneous decisions and is very adaptable in her approach towards work. Though Alok was very supportive, she did have some differences of opinion as to how to proceed with her role

- a) What is the leadership style adopted by Alok? Why is this style of leadership required? (2)
- b) What are the 6 types of leadership styles as per the reading "**Leadership that gets results**"? Explain any one in detail with examples. (3)
- c) Alok is an introvert whereas Vinita is an extrovert. Using MBTI explain any two other dimensions that differ with respect to their personality. Explain with example from the case-let. (5)

Q2. How do intrinsic motivators effectively motivate employees? Elaborate using the Hygiene-Motivation theory and the reading, "**One more time how do you motivate employees**", the hygiene and motivation factors.

OR

Why are institutional managers the best managers as per the reading "**Power is still a great motivator**"? Please explain McClelland's theory of needs and substantiate it with examples. (10)

Q3. Explain any three forces of change. Why do people resist change? Explain three sources of change with examples.

OR

What are the 5 bases of power? Describe any two in detail citing examples. In order to influence others, people use certain impression management tactics. Explain any 3 in detail. (10)

Q4. Write short notes on any 4 of the following: (20)

- a) 5 stages of Group Development
- b) Attribution Theory
- c) Hofstede's 5 value dimensions of national culture
- d) Self-managed teams
- e) Components of attitude
- f) Emotional intelligence and emotional labor
