

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

**Program: PGDM (RM /Comm) Trim I
2017-19 BATCH**

Subject: Leadership and Organizational Behavior

Maximum Marks: 50

Duration: 3 hours

Date : 26/09/2017

Notes:

- 1. Answer any 5 questions**
- 2. All questions carry equal marks**

1. With reference to the case **Indian Overseas Bank : Triggering Change**, answer the following questions:
 - a) What were the challenges perceived by Jain at Indian Overseas Bank?
 - b) In the context of the case, explain how the interpersonal relations play a significant role in improving performance?
2. a) Cosmetic surgery, botox and other de-aging skin treatment are becoming a regular feature amongst executives of both sexes who fear being judged as over the hill. For many, including some top CEOs who haven't yet gone public, plastic surgery is the next step in their rigorous fitness and beauty regimens that include several hours week at the gym, expensive personal trainers and diet consultants and hair treatments, " I can't tell you the number of men I know who no longer are gray or who have covered bald spots with hair transplants," says Pat Cook, President of Cook and Co., Bronxville, New York, executive search firm.

What is perception? What shortcuts do people frequently use in making judgments about others?

 - b) In a particular brainstorming session that was intended to solve a serious organizational problem, it was found that members of the group were not actively participating in the problem solving process. After a futile attempt, the leader of the group finally gave up and split the group. He asked the members to contribute their suggestions individually to him. In contrast to the commonly accepted fact that groups create a synergy of ideas, the team leader found more valuable suggestions in the latter case. In other words, members of his team performed better when they were isolated than when in groups. Discuss the group phenomenon that is evident here. Also discuss the reasons for such behavior. What organizations do to prevent such behavior?
3. a) "People in their third or fourth job seek opportunities to contribute their best to their organizations, while people in their first or second job are motivated purely by the pay

checks.” Explain this finding in the light of Maslow’s theory of hierarchical needs.

- b) Dev, the operations manager at one of the busy branches of a private sector bank just received a call from the regional manager. The regional manager wanted a report on the performance of the branch during the past year. It was almost the end of the day and most of the staff members had left office. Dev was however glad that one of his subordinates, Sheetal Deshpande, was still in the office. He requested her to stay back to help him prepare the report. As Dev was Deshpand’s reporting officer, she agreed to stay back and help him prepare the report despite having other commitments at home. Describe the power exhibited by Dev in influencing Deshpande to stay back after office to help him prepare the report.
4. a) Changes introduced in organizations often fail to achieve desired objectives because of the management’s failure to address issues relating to planning and implementations. Why do individuals resist change?
- b) “While a shared set of values and beliefs does help to draw a group of people closer, it could stifle creativity and growth in an organization.” Explain how a strong organizational culture can become detrimental to the survival of an organization.
5. a) What is the difference between emotions and moods? What impact does emotional labor have on employees?
- b) Explain Myers- Briggs Type Indicators (MBTI) theory of personality.
6. a) What are the main components of attitude? Explain the concept of cognitive dissonance with relevant example.
- b) Explain trait and behavioral theories of Leadership.
7. Short Notes (any two)
- a) Contributing disciplines to OB
- b) Organizational Structure
- C) Distributive bargaining vs. Integrative bargaining