

Semester: Dec 23 – Apr 24			
Maximum Marks: 25	Examination: ETE Exam	Date: 22-04-24	Duration: 1.5 hrs
Programme code: 19		Class: FY	Semester/Trimester: I
Programme: PGDM-EXEC (OPS & SCM Batch-01)			
College: K. J. Somaiya Institute of Management		Name of the department/Section/Center:	
Course Code: 117P19C103		Name of the Course: Leadership & Organizational Behavior	
Instructions: The question paper has separate sections. All sections need to be attempted.			
Section A carry 9 marks. Sections B and C carry 8 marks each			

Question No.	Section A	Max. Marks
1.	<p>You are overseeing a production line of a big manufacturing plant. Describe how each of the Big Five personality traits might manifest in one of your team members. How would someone high in openness approach problem-solving or innovation on the line? How might conscientiousness play out in their attention to detail and adherence to safety protocols? Consider how extraversion might impact teamwork and communication. What about agreeableness in resolving conflicts or collaborating with colleagues? Lastly, how might someone high in neuroticism handle the stresses and challenges of the fast-paced manufacturing environment?</p> <p style="text-align: center;">Or</p> <p>You are a supervisor at a small manufacturing company. One of your long-time employees, Sarah, seems increasingly disengaged and dissatisfied with her work. Despite receiving regular praise for her performance, she often appears unmotivated and unenthusiastic. Reflecting on Herzberg's Two-Factor Theory, how might you analyze Sarah's situation? Consider how factors such as salary, job security, and company policies might fall into the 'hygiene' category, influencing her dissatisfaction if lacking. On the other hand, think about aspects like recognition, responsibility, and opportunities for growth as potential 'motivators' that could reignite her passion and commitment to her role. How could you apply Herzberg's theory to identify and address the root causes of Sarah's declining motivation, ultimately fostering a more positive and productive work environment?</p>	6 marks
2.	<p>Short notes (any one)</p> <p>a) Rational Decision Making</p> <p>b) Two levels of Diversity</p> <p>c) Two types of job attitudes</p>	3 marks
Section B		
3.	<p>What are the stages of group development? Elaborate how various group properties are important for group development.</p> <p style="text-align: center;">Or</p> <p>Manoj is a successful operations manager at a Mumbai based company that recently acquired another manufacturing company in two southern states. Manoj will take over the recently acquired company as the new COO. The newly acquired institution has a long-standing reputation as a friendly institution with traditional values, and it prides itself on its exemplary customer service. The current staff has prepared a comprehensive package outlining the company's vision and key customer success stories that demonstrate their commitment to exemplary service and low customer and employee turnover.</p> <p>It is Monday morning and Manoj has called a meeting at 8 a.m. Manoj arrives at 7 a.m. and is surprised to find only a couple of employees in the building. Manoj begins the meeting at 8 a.m. sharp, and the auditorium seats are half-filled. Manoj is worried at the turnout but begins the meeting. "Shareholder value is what it's all about. We are the stewards of this organization, and we have a responsibility to the shareholders."</p> <p>Silence echoes in Manoj's ears. He continues by stating, "I expect total dedication. If you cannot commit to our new vision and strategies then</p>	8 marks

	<p>this is not the right place for you. Commitment starts by being on time." Manoj motioned to the staff standing next to the auditorium doors to close the doors. "If you can't be here on time, then you are not good enough."</p> <p>Later that afternoon, Manoj met with the executive team and outlined the strategies, goals, numbers, and deadlines. A meeting was held with senior staff members responsible for reporting progress. Market growth numbers were up, and new business numbers were increasing.</p> <p>A quarter later Manoj had the quarterly report results. The region was on target. However, employee turnover increased 25 percent. Involuntary turnover was up 10 percent. Previous customer numbers were decreasing, and customer complaints were increasing. He reviewed the report with his staff. When he asked for input, his request was greeted with silence. He sensed an uneasy feeling in the room.</p> <p><i>Q. Based on the understanding of leadership theories, discuss where Manoj lacked in his leadership. Advice what initiatives Manoj should undertake to manage the current situation.</i></p>	
	<p>Section C</p>	
4	<p>Nunya is a computer software company that employs highly intelligent, but somewhat unusual people. Every Friday, free lollipops, toys, or other treats are given out to encourage employees to remember how creative they were when they were children. At the beginning of each quarterly executive meeting, employees are reminded that the founders were three young people who "got lucky" and sold a video game that they invented. Employees are allowed to dress in blue jeans and can set their own working hours.</p> <p><i>How is the organization keeping its culture alive?</i></p> <p><i>How can Nunya leverage its culture?</i></p> <p><i>Where can this culture act as a barrier to growth?</i></p> <p style="text-align: center;">OR</p> <p>Discuss the characteristics of bureaucracy giving suitable examples. What are the organization challenges to counter bureaucracy. Give suitable examples.</p>	8 marks