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| **Trim: June – Sep 24** | | | |
| **Maximum Marks: 50**    **Examination: ETE Exam**    **Date:14.11.24**    **Duration:2 hours** | | | |
| **Programme code: 01** <br> **Programme: MBA** | | **Class:** FY | **Semester/Trimester: I** |
| **College: K. J. Somaiya Institute of Management** | | **Name of the department/Section/Center: HR** | |
| **Course Code: 317P01C109** | | **Name of the Course: Organization Behaviour** | |
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| Question No. | Instructions: | Max. Marks |
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| | 1)   Answer any 3 Questions from Q1 to Q4. <br> 2)   Question 5 is compulsory <br> 3)   State your assumptions (if any) clearly | |
| Q1. | Samir worked in a regional office of a multinational corporation, where the work environment encouraged a strong sense of collaboration. In this office, teams often worked toward goals set for the next 3-5 years, with a strong emphasis on balancing personal and professional life. Embracing divergent views across different levels and celebrating team successes was a common practice. Leaders, such as Samir's manager, Ishi, used their knowledge and personal rapport to inspire their teams. Samir and many peers admired Ishi. Under Ishi's guidance, Samir felt empowered and went the extra mile to achieve outstanding results. When Samir got the opportunity to take on a global role at the company's headquarters in another country, it seemed like a dream come true. At first, Samir tried to adapt to the fast-paced, competitive atmosphere, but the constant focus on short-term goals and individual incentives felt foreign compared to their previous work environment. The focus here was on meeting short-term goals, typically within 2-3 quarters, dictated from the top with little discussion with teams on the ground. There was minimal attention to long-term plans or personal well-being, and the competitive environment left Samir feeling unsettled. In this new role, Samir's manager, Rohan, relied on authority and individual incentives to influence the team, frequently emphasizing hitting targets for personal bonuses. Samir found it strange that team members often prioritized competition over collaboration and focused on individual success rather than collective achievements. Feeling increasingly frustrated and isolated, Samir began contemplating whether to remain with the company. <br> Questions: <br> *i)*   ***Compare the power bases used by Ishi and Rohan to influence and motivate their teams. (7 marks)*** <br> *ii)*   ***How do the cultural values in Samir's previous and current work environments differ? Use Hofstede's framework to contrast with examples from the case. (8 marks)*** | 15 |
| Q2. | *i)*   Netflix, a global leader in streaming entertainment, is renowned not only for its innovative product offerings but also for its distinctive organizational culture. The company has grown from a DVD rental business into a major content creator and distributor, with over 200 million subscribers worldwide. Netflix's organizational culture is centered around freedom and responsibility. Its famous "Netflix Culture Deck," which was introduced by former Chief Talent Officer Patty McCord and CEO Reed Hastings, highlights the core values that drive the company's success. These values focus on high performance, transparency, employee autonomy, and the ability to make quick decisions. The culture encourages employees to act as owners, make independent decisions, and contribute to the company's continuous improvement. Employees are offered unlimited vacation time, no set hours, and open feedback channels. However, Netflix also has a reputation for being highly demanding and maintaining a "keeper test" — meaning managers are regularly asked whether they would fight to keep an employee. If the answer is no, that employee is let go, regardless of their past performance. Despite its unconventional approach, Netflix's culture has been credited with helping the company rapidly scale, remain innovative, and successfully pivot into content creation with its original series. However, as Netflix has grown globally and expanded into new markets with varying cultural expectations, questions have been raised about how adaptable its culture is in different environments. For instance, the "freedom and responsibility" model may conflict with hierarchical and collectivist cultures in some regions. <br> Q. ***Critically evaluate the "freedom and responsibility" approach at Netflix. What are the potential benefits and risks of such a culture. (7 marks)*** <br> *ii)*   Karan is a senior operations manager in a manufacturing company. He is known for his high energy and enthusiasm at work. Karan enjoys engaging with people, frequently initiates conversations, and leads team meetings with confidence. However, his colleagues have observed that he often makes decisions quickly, relying on his intuition and gut feeling. Karan prefers multitasking and believes in tackling multiple projects simultaneously, even if some projects require more time and attention. Recently, his team has been facing production delays due to machinery breakdowns, and Karan's immediate reaction was to increase overtime for the staff without thoroughly assessing the root cause of the problem. Some team members suggested alternative solutions, such as conducting maintenance checks or investing in new machinery, but Karan dismissed these ideas. He insisted that his decision was the fastest way to meet deadlines. Despite the overtime efforts, the delays persisted, and production efficiency continued to drop. <br> Q. ***Using the Big Five Personality Traits, analyze Karan's personality identifying his dominant traits. (8 marks)*** | 15 |
| Q3. | *i)*   Sam, a dedicated sales representative at "TechSolutions," a company known for its cutting-edge consumer electronics, has consistently exceeded his ambitious sales targets over the past year. Recognized for his innovative strategies and strong performance, Sam's contributions have significantly bolstered the company's market share. However, during a team-building retreat, a casual conversation about bonuses reveals that, despite similar or even lower sales achievements, his colleagues are receiving significantly higher compensation. Shocked and feeling betrayed, Sam verifies this information with trusted peers and confirms the disparity. This revelation undermines his motivation, as he grapples | 15 |

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| | | with the lack of recognition and fairness in his compensation, causing him to question the value of his hard work and dedication. | |
| | **Q.** | ***Explain which motivation theory is applicable here and why? What steps might Sam consider to address his concerns about pay disparity? (7 marks)*** | |
| | ii) | Veena, a top performer in ABC Ltd, had been given a prestigious project to accomplish by year end 2024 and her boss Mr Mihir had high hopes on her ability to deliver. Veena worked hard to set up the project plan and identify the deliverables making the team members accountable for the same. In the mid-project review meeting , however Veena was visibly hassled looking at the laxity in work progression . As work related discussions and arguements were in progress, Mr Mihir unannounced joined the meeting midway. He saw sparks flying off in the meeting. Veena's emotions spilt over when she saw that the project was slipping off her control . Sensing that she would no longer be able to stick to her committment , she banged the pen on the table in frustration. She minced no words and labelled the team performance as "pathetic." The team members seemed disturbed and clueless. Mr Mihir did not expect this reaction from Veena and was amused seeing her outburst. He started having doubts over her choice for the project. | |
| | **Q.** | ***Based on Veena's behavior in the meeting, evaluate her emotional intelligence. What could she have done differently? (8 marks)*** | |
| Q4. | i) | A promising tech startup, InnovateX, had experienced rapid growth in recent years. Initially, a small team of founders worked closely together, making decisions and managing tasks informally. As the company expanded, however, the founders realized that this unstructured approach was no longer sustainable. They faced challenges with communication, coordination, and decision-making. To address these issues, the founders decided to restructure the organization. They created functional departments, such as engineering, marketing, and sales, each headed by a department head. This hierarchical structure provided a clear chain of command and defined responsibilities. However, the founders also recognized the importance of fostering collaboration and innovation. To balance the formal structure, they implemented cross-functional teams that brought together employees from different departments to work on specific projects. Despite the changes, InnovateX continued to face challenges. Some employees felt stifled by the hierarchical structure, while others found the cross-functional teams to be time-consuming and inefficient. The founders realized that organizational structure was not a one-size-fits-all solution and that they needed to continuously adapt and refine their approach to meet the evolving needs of the company. | 15 |
| | **Q.** | ***What factors should InnovateX consider when designing its organizational structure? (7 marks)*** | |
| | ii) | Ajit Sharma, founder of Aura Medi Solutions, set out to revolutionize healthcare technology with his partner Bharat and financial backing from BIRAC. They aimed to develop a portable ECG machine, but progress was stalled partly due to differences in work styles and conflicting opinions on the product's features. Bharat, who preferred a conservative approach, advocated for a sleek, user-friendly design, prioritizing simplicity and functionality. On the other hand, Ajit envisioned a feature-rich product that pushed technological boundaries. This conflict, characterized by disagreements over the product's direction, frequently stalled their progress as neither Ajit nor Bharat was willing to compromise. Bharat preferred a simple, user-friendly design, while Ajit pushed for a feature-rich product, leading to frequent conflicts that neither could resolve. Tensions rose as new team members, Chetan and Sid, brought in technical expertise but added to the conflicts, with differing opinions on work organization. Ajit's dominant decision-making style left team members feeling sidelined, and open disagreements between Ajit and Bharat escalated into personal conflicts. Financial pressures only worsened their strained relationship, culminating in a heated argument where Bharat blamed Ajit for losing a business opportunity.<br><br>Seeking a way forward, Ajit reached out to his mentor, Sanjay, and soon after, an angel investor, Nitya Gurumurthy, showed interest in funding Aura. However, her investment required structured work norms and regular progress reports, forcing Ajit and Bharat to confront and resolve their differences for the company's future. | |
| | **Q.** | ***Identify and analyze the types of conflicts present in the caselet. Propose strategies that Ajit and his team could use to resolve these conflicts (8 marks)*** | |
| Q5. | | Short Notes (any one)<br>a) Stages of group formation<br>b) Resistance to change | 5 |