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| **Semester: 1**  **Maximum Marks: 50 Examination: Supplementary ESE Examination**  **Date:3.8.24 Duration:2.5 hours** | | |
| **Programme code:**  **Programme: MBA Working Executive Batch 1** | **Class: FY** | **Semester/Trimester: I** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center:**  HRM | |
| **Course Code: 117P18C102** | **Name of the Course: Organizational Behaviour** | |
| **Instructions:**   1. Attempt any five questions. 2. All questions carry equal marks i.e 10 3. Word limit for all questions – 700 words | | |

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| **Question No.** |  | **Max.**  **Marks** |
| 1 | When Marissa Mayer took over as the CEO of Yahoo in 2012, she faced a daunting challenge. The company had no vision, direction and apparent future. Her fight to save the company was not appreciated neither by the employees nor the public at large. Her controversial initiatives to save the company were as follows:   1. She brought in all her people and ousted many of the existing managers 2. Banned telecommuting which the employees were used to and now ridiculed the new change 3. Low performing employees were fired   The general sentiment was that she did more harm than good.  *Explain some relevant sources of resistance to change with respect to the above case.*  *Suggest few ways in which Mayer could have made an attempt to resist the change.* | 10 |
| 2 | Isha works as a customer care executive at a telecom office in Delhi. She often needs to interact with a few regular customers and she finds them extremely annoying. However, because of the nature of her work, she conceals her emotions well and politely talks to them and clarifies all their questions. Though overtly she looks fine, but Shelly has started dreading these customers.  *Explain the phenomenon she is experiencing.*  Word limit – 700 words | 10 |
| 3 | Personality tests are becoming more common in their use for hiring in organizations. A report by the business advisory company CEB found that nearly two-thirds of human resources professionals are drawing on personality tests in their hiring practices.  *What is personality and why do many organizations use personality test during hiring? Justify with examples.*  Word limit – 700 words | 10 |
| 4 | You manage a large portfolio with five managers reporting into you. You have identified that Jasbir has a high need for achievement, Sheetal has a high need for power and affiliation, and Ram has a high need for affiliation. Saloni scored high on the need for power and low on the need for affiliation. Dheeraj scored low on both need for power and need for affiliation.  There are two new projects and you need to assign them to two leaders. Project A calls for a stretch and involves a high degree of personal responsibility. Project B requires for the leader to influence the top management, nurture relationships with key external stakeholders.  *What are the three elements of motivation?*  *Explain McClelland’s Theory of Needs. In the absence of any other information and assuming all of them have been good performers, whom would you assign Project A and Project B respectively? Justify using McClelland’s Theory of Needs*  Word limit – 700 words*.* | 10 |
| 5 | Rahul is based out of Bengaluru and works as an account sales manager for an IT consulting company. He has been with the company for the last two years. He has a total of 12 years of experience before joining his current IT consulting company. Rahul is due for his promotion. In the last quarter, a few of his peers less experienced than Rahul have already got the promotion. Rahul was disappointed that his promotion was denied in the last quarter. For this cycle, Rahul’s manager has got the headcount for the South Region. Out of five account sales managers, only two are likely to get the promotion. Rahul’s performance has been exceptionally good over the last two years. His 360-degree feedback received from various stakeholders also confirms the same. His skills in communication, problem-solving, and openness to new ideas are commendable. However, there have been situations where Rahul has been very assertive with many of his customers. He does not want to take any further chances. If his promotion is denied once again, he has made up his mind that he will start applying to other big IT consulting companies. The manager is not sure if Rahul’s promotion can be accommodated in this cycle but would also not want Rahul to leave this company. The manager has initiated a career growth discussion with Rahul.   1. *Analyze Rahul's perspective using the three components of attitude.* 2. *Name two negotiation strategy. Explain which strategy is more suitable here*   Word limit – 700 words | 10 |
| 6 | Tania is a project coordinator at Tristar Solutions. Whenever a new project comes her way, she holds a project meeting and follows it up with repeated meetings to address any concerns the team members may have and to monitor their progress. However, with the peak of the business season arriving, she has been holding just one project initiation meeting for every project to save on time. She has become increasingly worried about the team's progress with no inputs coming from the members, and she has had no time to check with them. With two weeks left to go for a high priority project of a month's duration, she has now begun to see some work coming through.  *Explain different stages of group development. What can Tania do help the group enter the “performing” stage?*  Word limit – 700 words | 10 |
| 7 | Short notes (Any one)   1. Any two leadership theories 2. Bases of Power 3. Any two perceptual bias   Word limit – 700 words | 10 |