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| **Semester: September 2023 – December 2023**  **Maximum Marks: 50 Examination: ETE Examination Date: 19-12-2023 Duration: 3hrs** | | |
| **Programme code: 08**  **Programme: MBA - Executive** | **Class:** FY | **~~Sem~~/Trim: I** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center:**  OB&HR | |
| **Course Code:** 217P08C107 | **Name of the Course: Human Behavior at Work** | |
| **Instructions:** All questions are compulsory. Answer briefly and concisely | | |

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| **Question No.** |  | **Max.**  **Marks** |
| 1 | All India Bank Employee Association (AIBEA) plans to observe a nationwide strike Dec. 4-11 to demand several concessions and denounce the outsourcing of permanent jobs. Unless averted, related service disruptions are likely to occur at various public and private banks across India on the following dates:   * **Dec. 4:** Punjab National Bank (PNB), State Bank of India (SBI), and Punjab and Sind Bank. * **Dec. 5:** Bank of Baroda and Bank of India. * **Dec. 6:** Canara Bank and Central Bank of India. * **Dec. 7:** Indian Bank and UCO Bank. * **Dec. 8:** Union Bank of India and Bank of Maharashtra. * **Dec. 11:** Private banks will join the strike.   Bank service disruptions are also likely to occur at additional bank locations on other dates as a result of the planned work stoppage and due to regional public holidays throughout December. Organizers may cancel the labour action at short notice if they perceive the government to be meeting their demands before Dec. 4.  Related demonstrations are possible through Dec. 11. Popular protest sites include banks, governmental buildings, public squares, and thoroughfares. Participation will probably vary by locale. Authorities will likely monitor any such rallies that materialize and may move to disperse overly unruly crowds. Isolated clashes between police and activists cannot be ruled out. Associated localized transport and business disruptions are likely.   1. What are different ways in which employees’ express dissatisfaction? How would you classify the behaviour planned by the bank employees. Justify your answers with rationale? 2. What are different reasons for organizational change? How could the management have managed it better? | 5\*2 |
| 2 | The appeal of forming virtual teams is clear. Employees can manage their work and personal lives more flexibly, and they have the opportunity to interact with colleagues around the world. Companies can use the best and lowest-cost global talent and significantly reduce their real estate costs.  But virtual teams are hard to get right. In their seminal 2001 study of 70 such groups, professors Vijay Govindarajan and Anil Gupta found that 82% fell short of their goals and 33% rated themselves as largely unsuccessful. A 2005 Deloitte study of IT projects outsourced to virtual work groups found that 66% failed to satisfy the clients’ requirements. And in our research, we’ve discovered that most people consider virtual communication less productive than face-to-face interaction, and nearly half admit to feeling confused and overwhelmed by collaboration technology. There is good news, however. A 2009 study of 80 global software teams by authors from BCG and WHU-Otto Beisheim School of Management indicates that well-managed dispersed teams can actually outperform those that share office space. Similarly, an Aon Consulting report noted that using virtual teams can improve employee productivity; some organizations have seen gains of up to 43%.   1. What is the difference between teams and groups? 2. What may be reasons that virtual teams failed to demonstrate performance. How do you create and lead an effective virtual team? | 5\*2 |
| 3 | 1. Microsoft unveiled new technology to bridge the disconnect between employees and leaders. To help leaders navigate the new realities of work, Microsoft is expanding its employee experience platform Microsoft Viva to help companies deliver an employee experience optimized for the way people now work. Viva Pulse is a new app that will enable managers and team leads to seek regular and confidential feedback on their team’s experience. It uses smart templates and research-backed questions to help managers pinpoint what’s working well and where to focus. It also provides suggested learning and actions to address team needs. In today’s work context, what are the reasons employees feel disconnected with their leaders? Why is it important? Which leadership theory best explains the concept of connect? 2. Companies seeking to profit from relationships with celebrities can find themselves in a crisis when celebrities do or say controversial things that can tarnish corporate brands, images and reputations. Because the court of public opinion can render its verdict quickly, corporate executives need to react just as fast to help prevent or mitigate damage to their brands. The latest example is Adidas, which has sold rapper Kanye West’s line of shoes and has had a marketing partnership with him for almost a decade. But the singer, who now calls himself Ye, continues to make international headlines with his antisemitic comments and views. Ye has not apologized or recanted, which today led Adidas to terminate its partnership with the singer. “Adidas does not tolerate antisemitism and any other sort of hate speech,” the company said in a statement. "Ye's recent comments and actions have been unacceptable, hateful and dangerous ………...” How do organization in decide in such ambiguous situation? | 5\*2 |
| 4. | Moonlighting has waned in the tech services sector as a subdued job market, fewer freelance gigs and back-to-office policies shrink opportunities for employees keen to make a quick buck on the side. The change also marks a reversal of fortunes in the tech sector, where it had become a serious concern during the peak of the pandemic-fuelled boom. IT firms fretted that the trend would affect productivity, create conflicts of interest and cause data breaches.  Moonlighters had joined mostly during a hiring frenzy without the usual induction processes. At the time, IBM had called out the “conflict of interest", [Wipro](https://www.livemint.com/market/market-stats/stocks-wipro-share-price-nse-bse-S0003105) Ltd executive chairman Rishad Premji termed it “cheating", and [Tata Consultancy Services](https://www.livemint.com/market/market-stats/stocks-tata-consultancy-services-share-price-nse-bse-S0003051) ([TCS](https://www.livemint.com/topic/tcs)) Ltd noted the “ethical issue" of staff taking assignments keeping employers in the dark. While Infosys Ltd had said it was ready to let staff work on external projects with its knowledge, it had refused to accept moonlighting.   1. What is learning? What are ways in which managers can correct these behaviour? 2. How are moonlighters managing impressions that they are sincerely committed to their organization? How would you label these behaviors? | 10 |
| 5. | Write Short Notes (Any 2)   1. Any two Heuristics 2. Emotional Intelligence 3. Hofstede Framework 4. Types of organizational Structure | 5\*2 |