

Sem: May-2024			
Maximum Marks: 50	Examination: End Exam	Date: 25-5-2024	Duration: 2.5hrs
Programme code: Programme: MBA for working executive (program code-18)	Class: FY	Semester: I	
College: K. J. Somaiya Institute of Management	Name of the department/Section/Center: OB & HR		
Course Code: 117P18C102	Name of the Course: Organizational Behavior (Div 1 & 2)		
Instructions: 1. There are 5 questions. All questions are compulsory. 2. Question 5 has short notes with choice			

Question No.		Max. Marks
1a	<p>You are on a team with two individuals who are “difficult.” The work has been divided among the three of you and each time your team meets, Ravi and Mona disagree about the progress of the team project. Ravi is convinced that Mona’s lack of progress is because she is inherently lazy and not because of some overwhelming problem with the project itself. The truth seems to be that Ravi is not doing his part of the work.</p> <p>i What concept from perception would help you to understand Ravi and Mona’s behavior? Give reasons (3 Marks)</p> <p>ii. What error or bias does Ravi seem to be making? Give reasons (2 Marks)</p>	5
1b	<p>More than 1,100 employees of <i>The New York Times</i> will go on a one-day strike on Thursday, after their talks on a new contract with the company failed to reach a satisfactory conclusion. This is the first time NYT journalists are stopping work since 1981. The strike that year had lasted for less than a day. The employees, affiliated with The News Guild of New York, will stop work from midnight US time Thursday. “Today we were ready to work for as long as it took to reach a fair deal, but management walked away from the table with five hours to go. It’s official: @NYTimesGuild members are walking out for 24 hours on Thursday. We know what we’re worth,” the Guild tweeted. They are also urging readers to not read the NYT that day and not play Wordle, which is owned by the company.</p>	5

	<p>According to an AP report, the NYT has offered to increase wages by 5.5% upon ratification of the contract, followed by 3% hikes in 2023 and 2024, which would be an increase from the 2.2% annual increases in the expired contract. The union, however, wants a 10% raise at ratification, to make up for the hikes not received over the past two years. It also wants that employees to be allowed the option of working from home sometimes if their roles allow it.</p> <p>In addition, according to an NYT report, Guild members had raised the issue of biases during the performance appraisal process, saying in a report that White Guild members were given good ratings while Black and Hispanic members tended to get lower ratings. Answer the following questions using suitable frameworks.</p> <p>What are the different ways in which employees exhibit dissatisfaction? Explain how employees of NYT have responded?</p>	
2a.	<p>Your fellow employees have a terrible work situation. They work in an old, run-down building with an antiquated heating system. The work itself is tedious and the supervisor is rarely available and only shows up to give reprimands for production shortfalls. Nobody has received a promotion in two years. The work is boring, repetitious, and unrewarding. You have decided to try to apply Herzberg's two-factor theory.</p> <p>You decide that your first job should be to remedy the hygiene factors. Which are they? What are 4 changes you will implement in the hygiene factors? Give justification.</p>	5
2b.	<p>Recently we have seen how the IT companies are resorting to all ways to lure the employees to come back to the office. On the contrary, the employees who are now used to the WFH settings are finding all ways possible to keep working remotely. There are multiple instances of employees citing medical issues for keeping the remote option. India's biggest IT company, TCS has pulled up their sleeves and is now referring employees to in-house doctors if workers seek to work from home on medical grounds.</p> <p>What are managerial functions? What function is being referred in the above paragraph? Do you think it is justified in the post pandemic era? Explain</p>	5

3a	<p>You have been in charge of a cross functional task force that will develop enhanced internet banking services for retail customers. The team includes representatives from marketing, information services, customer services and accounting, all of whom will move to the same location at head-quarters for three months.</p> <p>Describe the behavior you might observe during each stage of the team development. ?</p>	5
3b	How do you think an organization can motivate a team having young and mature team members	5
4a	<p>The President of Creative Toys Inc. read about cooperation in Japanese companies and vowed to bring this same Philosophy to his company. The goal is to avoid all conflict, so that employees could work cooperatively and be happier at Creative Toys. Discuss the merits and limitations of this policy.</p>	5
4b.	<p>Twitter's new owner, Elon Musk, has reportedly warned employees not to leak information to the press or else they will face legal action. According to the Platformer's Zoe Schiffer, who obtained an internal email, Musk has asked staff to sign a pledge to acknowledge his email. The email was reportedly sent on Friday and employees were asked to send responses by Saturday.</p> <p>In a series of tweets, Schiffer notes that Musk's email reminds Twitter employees of an NDA they signed at the time of their hiring process. It reportedly reads, "This will be said only once: If you clearly and deliberately violate the NDA that you signed when you joined, you accept liability to the full extent of the law and Twitter will immediately seek damages."</p> <p>A tweet also claims that Musk is allowing "occasional slip ups." However, by sending detailed info to the media" with the intent of harming Twitter "will receive the response it deserves, the email seemingly reads. Schiffer says that she is not attaching the email to the tweet as it may allow Twitter to trace back to the employee, putting his/her job in danger.</p>	5

	What do you understand about Elon Musk's leadership style? What is Power? Which type of power has been demonstrated by Elon Musk?	
5	<p>Start Notes (Attempt any two)</p> <ul style="list-style-type: none"> i. Force Field Analysis/Kotter's Model of Change ii. Socialization of culture iii. Big 5 Model of Personality iv. Emotional Intelligence 	10