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| **Trim: Oct 24 – Dec 24**  **Maximum Marks: 50 Examination: ETE Exam Date: 23-12-24 Duration:3 hours** | | |
| **Programme code: 08**  **Programme: Executive MBA** | **Class:** FY | **Semester/Trimester: 1** |
| **College: K. J. Somaiya Institute of Management** | **Name of the department/Section/Center: HR&OB** | |
| **Course Code: 317P08C106** | **Name of the Course: Organization Behaviour** | |
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| **Question No.** | **Instructions:**   1. Answer any 3 Questions from Q1 to Q4. 2. Question 5 is compulsory 3. State your assumptions (if any) clearly | **Max.**  **Marks** |
| Q1. | 1. Mark, a PhD in Robotics, is a technical team head in a startup that creates robots for technology-assisted surgery. Having a fancy for innovative technology, he joined the organization a year back. He leads a team of 5 technical experts. Currently the team is having problems with the development of a new robot prototype which is to be launched in 6 months’ time. You are one of the technical experts in his team. Mark calls for a meeting of the team to address the problem. In the meeting, Mark made the team members diligently review all the steps leading to development of the prototype. Though he had a keen eye for detail, he still didn’t discover anything unusual. The team members reiterated that they have done all they could to solve the problem but could not resolve it and they collectively suggested that Mark should consult another manager from outside the team or an external expert, But Mark refuses to interact with anybody else. He said that he might have an idea on how to fix it and that he will solve it in 10 days.   It’s been a month since then and the problem is still unresolved. Meanwhile he and his team are under tremendous pressure to deliver on the prototype.   1. ***Using Big 5 Personality framework, analyze Mark’s personality identifying his dominant traits. (7 marks)*** 2. ***Evaluate Mark’s role as a manager and critically review his management skills. (8 marks)*** | 15 |
| Q2. | 1. Magic Art and Greetings is a small maker of greeting cards and specialty wrapping paper. It had modest resources and modest ambitions. It pursued progress slowly. But going with the market trends in graphic art and business environment it had realized that it had to introduce computerized technology in its production operations with immediate effect. They could no longer stall this decision. The management began the process of purchasing three high powered Mac computers and equipped them with the latest graphics and photo manipulation software including Photoshop, Quark and Illustrator. There were a team of 5 artistes who had spent quite a few years in Magic Art making cards by hand and now had to learn to make cards on Mac Computers. Mr Sharma, the firm’s owner, called them to his room and told them about the changes that were to be made to the production operations. He acknowledged that the team would have to learn to use the computers and the technology and that they would be trained adequately for the same. He also told them how using computers could speed up the art production and photo layout processes eventually resulting in cost-savings. He also said that he expected all the company’s art and photo operations to be digitized in the next 3 months. The team received this information with apprehension and were very vocal about their resistance to new ways of working 2. ***Why do you think the team members were resistant to using Mac Computers in doing their job? (7 marks)*** 3. Janet worked as an executive assistant to a product manager at her company: ABC Ltd. Overall, she loved her job; she was happy to work with a company that provided great benefits, and she found enjoyment in her day-to-day work. She had the same product manager boss for years, but last year, her manager retired from ABC Ltd. Janet’s new manager was totally different. He had been treating her unfairly and showcasing bullying behavior.   Yesterday, Janet came to work, and her manager demanded that she stay late to cover for him, correct reports that he had made mistakes on, and that he would not pay her overtime. She said that she was going to be late to pick up her son from soccer practice if she stayed back in the office. Her manager was not happy.  Over the subsequent days, her boss consistently made comments about her performance and created a very negative work environment. The next time she was asked to stay late, she complied for fear of losing her job or having any other negative impact on her job. Janet’s situation was not ideal, but she didn’t feel she had a choice and decided to bear it.   1. ***Describe the type of Power and influencing tactic used by Janet’s boss to get her to do things he wanted her to do. What are the other types of power bases that you are aware of? (8 marks)*** | 15 |
| Q3. | 1. Suresh Sharma (Suresh), the newest Area Sales Manager (ASM) in Mapin Confectionery Ltd. is a worried man. His territory, i.e. Delhi NCR has become the weakest in terms of performance in the North region. The top management wants a swift turnaround, and Suresh is yet unable to grasp the situation. On subsequent probing and analysis of the performance of his team members, Suresh realizes that the team members are not seeing eye to eye with each other. Each is a direct competitor with the other and the team is unable to deliver on the desired goals. 2. ***Given the situation, what stage of team formation does the team seem to be and how can Suresh enable the team to make them perform next? (7 marks)*** 3. ***Based on Situational Leadership theory, please discuss what kind of leadership approach will help Suresh to make the team effective (8 marks)*** | 15 |
| Q4. | 1. Sarita’s personal life is in a mess since the time her husband passed away exactly three months ago. Being a receptionist in an MNC, she had to resume work and be polite to visitors, having a pleasant smile on her face all the time as a part of her job, but deep inside she was devastated and depressed. 2. ***Describe and explain the phenomenon Sarita was undergoing (7 marks)*** 3. Swastik Ltd. is a large retail company that employs over 500 people across different departments. The company has been experiencing a high turnover rate among its employees, and the leadership team has decided to implement a new employee-focus program so that they feel motivated to work. The program will involve addressing the needs of employees at different levels starting with adequate pay and benefits, followed by a safe work environment and job security. The company will also focus on building positive relationships with co-workers and recognition for good performance, and on designing opportunities for growth and advancement within the company. Finally, the company will focus on providing employees with challenging and meaningful work that allows them to reach their full potential. The company plans to use regular employee surveys to assess the effectiveness of the program and to adjust as needed. 4. ***Discuss an appropriate theory to explain the motivation program of the company (8 marks)*** | 15 |
| Q5. | Short Notes (any 1)   1. Types of Conflicts 2. Components of Attitude 3. Bounded rationality in decision making | 5 |