

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: First year MHRDM 2019-22, Semester I

Subject: Organizational Behavior

*Date : 23/11/2019
hours*

Maximum Marks: 50

Duration: 3

Instructions:

- 1. Please answer all questions.*
- 2. Except Q1, all questions have internal choices, so write your answers accordingly.*

Q1. Read the situation given below and answer the subsequent questions.

Mr. Nishank Sharma, an HR executive recently joined Gappit Pvt. Limited, a consulting firm. He had always been a very ambitious, hardworking boy who was achievement oriented. He had a very organized way of working, with deadlines, and believed that to get best results one has to be extremely well-planned and disciplined. Though an introvert, he was very articulate while expressing himself. His boss, Mr. Karan Grover, was impressed with his attitude and working style from day one. Mr. Karan had a team of 5 members. They all got along with Nishank except, Ms. Nitika Dewa. Nishank and Nitika, had clashes very often in the projects they were assigned together. This was primarily due to difference in their working styles. Nitika was a very creative and spontaneous person and came up with the best client solutions. However, she was not very organized, detested meetings and would make last minute decisions. She was extremely social and gregarious and had a casual approach towards everything, which irritated Nishank. While working with Nishank, she would often forget updating him over the work flow and they would have arguments over it. In their current project, they were hardly on the same page be it regarding what all has to be done in the project, which elements are more crucial or ways to achieve the objectives. When Nishank felt that he could not deal with Nitika anymore, he approached Karan for resolving their issues for once and for all.

a) What types of interpersonal conflict can you observe between Nishank and Nitika? State any two citing incidents from the case.

(3)

b) Suggest two conflict resolution tactics that Karan can use to resolve issues between Nishank and Nitika?

(3)

c) Referring to any two out of four dimensions of MBTI, how would you classify Nishank and Nitika, as far as their personalities are concerned?

(4)

Q2. What is leadership? Referring to the article *“Leadership that gets results”*, list the various styles of leadership and explain any three in detail with examples.

OR

What is power? List the different bases of power and explain any two in detail. Referring to the reading, *“Power is a great motivator”*, explain why institutional managers are the most effective managers. **(10)**

Q3. *“Forget praise. Forget punishment. Forget cash. You need to make their jobs more interesting.”* Justify this statement referring to the article, *“One More Time: How Do You Motivate Employees?”* How are hygiene factors and motivators different? Give examples.

OR

“Emotional Intelligence is critical to be a good professional.” Explain this statement using four dimensions of emotional intelligence with examples. Further elaborate how emotional intelligence is different from emotional labor. **(10)**

Q4. Write short notes on any FOUR of the following: **(20)**

- (a) Three reasons why people resist change
- (b) Self-managed teams
- (c) Stress management
- (d) Three biases in perception and decision making
- (e) Leader member exchange theory
- (f) Components of attitude
- (g) Three impression management tactics