

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,

Vidyavihar, Mumbai- 400077

Program: PGDM – A & B (Batch2016-18), Trimester I

Subject: Leadership and Organization Behavior

(End term Examination)

Maximum Marks: 50

Duration: 3 hours

Date:12th Sept./2016

Instructions

- 1. Questions 1 and 2 are compulsory (10*2)**
- 2. Attempt and 5 questions from 3-8 (5*6)**

HarrySmart- Or is he?

Harry Smart, a very bright and ambitious young executive was born and raised in Boston and graduated from a small New England College. He met his future wife, Barbara, who was also from Boston, in college. They were married the day after they both graduated cum laude. Harry then went on to Harvard, where he received an MBA, and Barbara earned a law degree from Harvard. Harry is now in his seventh year with Brand Corporation, which is located in Boston, and Barbara has a position in a Boston law firm.

As a part of an expansion program, the board of directors of Brand has decided to build a new branch plant. The president personally selected Harry to be the manager of the new plant and informed him that a job well done would guarantee him a vice presidency in the corporation. Harry was appointed chairperson, with final decision making privileges, of an ad hoc committee to determine the location of the new plant. At the initial meeting, Harry explained the ideal requirements for the new plant. The members of the committee were experts in transportation, marketing, distribution, labor economics and public relations. He gave them one month to come up with three choice locations for the new plant.

A month passed and the committee reconvened. After weighing all the variables, the experts recommended the following cities in the order of preference: Kansas City, Los Angeles and New York. Harry could easily see that the committee members had put a great deal of time and effort into their report and recommendations. A spokesperson for the group emphasized that there was a definite consensus that Kansas City was the best location for the new plant. Harry thanked them for their fine job and told them he would like to study the report before he made his final decision.

After dinner that evening he asked his wife “Honey, how would you like to move to Kansas City?” Her answer was quick and sharp, “Heavens, no!” she said, “I’ve lived in the East all my life, and I’m not about to move out into the hinterlands. I’ve heard that the biggest attraction in Kansas City is the stockyards. The kind of life is not for me”. Harry weakly protested, “But, honey, my committee strongly recommends Kansas city as the best location for my plant. Their second choice was Los Angeles and the third was New York. What am I

going to do?” His wife thought for a moment and she replied, “Well, I would consider relocating to or commuting from New York, but if you insist on Kansas City, you’ll have to go by yourself!”

The next day Harry called his committee together and said, “You should all be commended for doing an excellent job on this report. However, I am convinced that New York will meet the needs of our plant better than Kansas City or Los Angeles. Therefore, the decision will be to locate the new plant in New York. Thank you all once again for a job well done.”

1. What model of behavioral decision making does the case support? What decision making techniques could be used by the committee to select the new plant site? (10 marks)
2. Had Harry decided for Kansas City then which theory of motivation would have explained his behavior. Discuss the theory of needs. (10 marks)
3. Effective management of organizational diversity helps build strong and competitive organizations due to the synergy created by the talent of a diverse workforce. Using the concept of surface and deep level diversity explain how can organizations capitalize on diversity at workplace.(6 marks)
4. Imagine you are the head of the production department of a large manufacturing unit. You observe that employees are not performing to the desired standards. Using the principles of shaping and OB MOD explain how the problem can be solved. (6 marks)
5. Individuals respond differently to the same stimuli leading to a difference in perception. Discuss the above statement in the light of factors responsible for perception.(6 marks)
6. Your colleagues at work are constantly talking about the Vice President in your area. He is feared throughout the organization as a ruthless man who is not to be antagonized. It is necessary for you to bring him a report and you are very nervous about having to deal with him. Within the context of the types of power, answer the following giving suitable reasons.(6 marks)
 - a. What power base the Vice President seems to hold? Reasons?
 - b. Which power base the Vice President does not seem to have? Reasons?
7. Discuss the difference between leadership and management. Explain the leadership theory that states that effective group performance depends on the proper match between a leader's style and the degree to which the situation gives control to the leader? (6 marks)
8. Write shortnotes on any two(6 marks)
 - a) Approaches to manage change
 - b) Elements of organization structure
 - c) Group think and group shift
 - d) Any one contemporary theories of motivation

e) Conflict handling intentions