

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program:PG-IB / Sem I

Subject: Leadership and Organizational Behavior

Maximum Marks: 25

Duration: 2 hours

Date : 21/09/2016

Notes:

- 1. Q 1 is compulsory**
- 2. Answer any 4 – Q2 to Q6**
- 3. All questions carry equal marks**

1. Employee Recognition Linked to Better Business Performance

As the old saying goes, “You reap what you sow.” It holds true when it comes to how companies treat their employees, too. Research from human resources firm Bersin & Associates suggests that companies that excel at employee recognition are on average 12 times more likely than their peers to generate strong business results, including higher profitability and better market leadership positions. In addition, in organizations where recognition occurs, employee engagement, productivity and customer service are about 14 percent better than in companies that do not reward and recognize employees well.

Source: Business News Daily, Nov, 7, 2012

How can the expectancy theory of motivation provide rationale for the statistics provided in the above snippet?

2. Short Notes (any two)

- a) Mintzberg’s managerial roles
- b) Job Characteristics Model
- c) Groupthink

3. Escape from Corporate America

For Manish Vora, then 26, a salary package around \$500,000 wasn’t enough. Nor was his epic climb from Citigroup i-banker to research director at a boutique firm. He liked his company—but where was the passion? A politics and art junkie who had been heavily involved in the New York political scene, Vora was convinced there was a way he could marry his interests and talents to do something more useful. So, in 2006, he started a website. With Branden Muhl, then a 25-year-old executive at a hedge fund that shared office space with him, Vora launched OldCampus.com, a site focused on compiling the latest political information and adding discussion forums around it—like an interactive political campus. The two each invested \$25,000 in OldCampus.com and worked on it 40 hours a week for a year and a half, on top of their regular day jobs. This past January, Vora finally left the corporate world to work full time on OldCampus and develop a new site, Artlog.com, a social-networking site for artists and art enthusiasts like himself.

Source: Feb, 28, 2008, Huffington Post

In the light of the above example, explain the consequences of Job Dissatisfaction?

4. To quote Kate Blanchard, co-author of One Minute Manager, "In the past, a leader was a boss. Today's leaders must be partners with their people. They can no longer lead solely based on positional power." The authority that stems from your position as manager is just one of the many sources of power that you can rely on to get things done. Your knowledge, network, reputation, character and personal charm are other sources you can and should tap into in order to accomplish your mission.

Source: Aug, 2015, Times of India

In the light of the above context explain the relevance of various power bases in the organizations.

5. One organizational area that tends to tie a company in knots is the way leaders set goals. Most managers struggle to find the right balance between being too tough or too easy — and when they overcompensate either way it can cause unintentional complexity.

Source: July, 2012, www.forbes.com

Explain the reason behind the complexity mentioned in the description above using House's Path-goal theory.

6. Depending on the industry they are in, their size and structure, organisations can pursue this devolution of power in various ways. For instance, Coca-Cola, in its bid to simplify decision making further, has created a cross-functional core committee of employees encouraging more discussions and expanding the understanding of areas of development and improvement from the larger set of employees. "The move is aimed at facilitating agility by providing more empowerment and quick decision making for employees. The core team is working with all the functions to simplify routines and processes, thereby reducing the time taken for decision making significantly," says Sameer Wadhawan, vice-president, HR India and South West Asia, Coca-Cola India.

Source: June, 2016, www.business-standard.com

Explain how coca-cola bid to simplify decision making can be supported by an organic structure. Differentiate between mechanistic and organic structure.