Time allowed: 2.5 Hours   **Max Marks: 50**

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means.** In case of rough work please use answer sheet.

SECTION - A

[Marks-15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. How can the study of OB help meet management challenges in future?

2. Using your knowledge of the characteristics of effective goals, establish two meaningful goals related to your performance in the Institute.

3. Can self- leadership replace formal leadership in an organizational setting?

4. "Emotional Intelligence is more important than cognitive intelligence in influencing an individual's success. " Do you agree or disagree with this statement? Support your perspective.

5. What do you understand by work place power and politics? How do political tactics interface with organizational learning objectives?

SECTION - B

[Marks-20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

1. The late management guru Peter Drucker said, "The now fashionable team in which everybody works with everybody on everything from the beginning rapidly is becoming a disappointment." Discuss three problems associated with teams.

2. Your employees are skilled and experienced customer service representatives who perform non routine tasks such as solving unique customer problems or meeting special needs with the company's equipment. Use path goal theory to identify the

most appropriate leadership style(s) you should us in this situation. Be sure to fully explain your answer, and discuss why other styles are inappropriate.

3. As the district manager responsible for six stores in a large electronics retail chain, you have had difficulty with the performance of some sales employees. Although they are initially motivated and generally have good interpersonal skills, many have difficulty with the complex knowledge of the wide variety of store product ranging from computers to high fidelity sound systems. Describe three strategies you might apply to improve the match between the competencies of new sales employees and the job requirements.

Section C

Please read the case and analyze the situation mentioned in the case. There are 3 questions given in the case, each carries 5 marks. **(15 marks)**

The culture of an organization is a way of describing the typical way in which that organization operates. It is something that is created over time by the organization and the people that work for it. Siemens is built on a high performance culture. This means that everyone shares the same vision and, values and adds to each other's contribution.

Siemens is a global electronics business with a turnover of around £60 billion a year. Its global headquarters are based in Germany but has sites around the world including around 100 in the UK with its UK HQ in Berkshire. Siemens products touch all, ranging from kitchen equipment to power generation and from traffic lights to hospital scanners.

Siemens is committed to helping its employees to develop and fulfill themselves at work. They may want more training, more interesting jobs or just a better work-life balance. Siemens knows that to maintain and develop the excellent workforce it should go for 'Good People Management Programs). It believes that its human resources should be actively involved (' employee engagement') in its activities. This is a key plank of Siemens' business strategy.

People Excellence is the name given to the part of the strategy that relates to people management. It consists of four main elements:

1. achieving a high performance culture
2. increasing the global talent pool
3. strengthening expert careers
4. Siemens Leadership Excellence Programmer (SLE).

At its heart Siemens is building a high performance culture. Employees know that they are valued and this helps to motivate them. Siemens uses a number of ways to make sure that it communicates its appreciation of employees both through formal as well as informal communication channels. This all helps them to feel part of a successful team and helps Siemens compete more effectively.

The high performance culture is based on teamwork. Targets are set for the business and these are related to individual and team targets. In this way, everyone is working towards better results. As team performance improves over time, so does the business.

Siemens makes sure that all of its employees, not just the high fliers, are supported to reach their potential. It matches individuals' talents with tasks.

Talent management allows for:

* Job enrichment. Where extra tasks or responsibility can make a job more rewarding and

* Job enlargement, where the scope of a job is widened and extra skills developed.

Talent management is applied to the business globally as a key part of its business strategy. It is closely linked to performance management. Performance management is used to monitor progress and set objectives for employees. It allows an honest dialogue to take place so everyone knows how well they are performing and how they might improve. This feeds directly into the high performance culture. The success of an organization can be traced back to its people. Siemens demonstrates this well. Its high performance culture supports people and helps them to reach their potential. This helps Siemens to be competitive.

Questions for Analysis:

1. How does Siemens seek to provide good career opportunities for employees? Describe one of the systems that Siemens has created which provides development opportunities for employees at work keeping in mind the Process Theories of Motivation.

2. What is the important of 'Effective Goal Setting' for an effective appraisal system in helping to create shared understandings of the objectives of the organization and personal objectives of individual employees?

3. How effective will be the Siemens approach to people management in creating great results?