

**Time - 3 Hour****MM-70***The question paper contains 4 printed page.*

Note : There are three sections in this paper. Each section has internal choices. Please attempt all the sections

Section A : Section A is based on the case "Different Strokes". Please read the case carefully before answering the questions. Answer any **4 questions** from this section in **600-700 words** each.

Case : Different Strokes

Jai and Shekhar were childhood friends. They went to school together in Kanpur, a city in the state of Uttar Pradesh. Both of them belonged to middle class families. Their fathers were government employees and mothers were housewives. Jai was the only child of his parents, and his grandparents lived far away in Kerala, whereas Shekhar lived with grand parents, parents, and four siblings. In spite of being best friends, Jai and Shekhar had contrasting personalities. Jai was a very out-going person; he had a large circle of friends, enjoyed socializing, could speak on any topic, and was part of all gatherings and parties. Shekhar, on the other hand, was shy and reserved. He was a voracious reader and liked to spend time by himself. He avoided parties as far as possible. He was a dreamer and always dreamt of big things. Jai was more practical by nature. Shekhar was very observant and could narrate any incident in its minutest details, but Jai could not recall details, even if his life depended on it. Their learning styles were also different. Shekhar learnt more by reading, and Jai learnt by discussing. Jai insisted on group study, while Shekhar liked to study alone and hated it when anyone disturbed him during his study hours. (Approx 200 words)

After completing school, both came to Delhi and completed their graduation together. They passed CAT and got admission in the same management institute in Pune. Shekhar was a high-achieving workaholic and he had the ability of multi-tasking. He drove himself mad to meet assignment deadlines. He secured a high CGPA of 9.8, but Jai only managed 6.2. Coincidentally, during campus placement, both were selected by the same Bengaluru based upcoming IT firm to work for it. They were placed in the marketing department of the company. Jai fitted the job like a hand in the glove and his performance was overrated at the end of six months. Shekhar's performance was below average and he was reprimanded on several occasions during the probation period. Finally, the marketing manager Deepak Sanyal, a high achiever himself with an extrovert personality, advised him to look for a job elsewhere. Shekhar was very upset and started looking for another job.

As soon as Jai came to know of this, he felt very bad for his friend and decided to meet Vinay Sharma, the HR Manager. He requested Mr Sharma to give Shekhar another chance, but Mr Sharma felt helpless, as he knew that Mr Sanyal did not want Shekhar on his team. On further requests from Jai, Mr Sharma said, 'Let me see, if there is any requirement in one of the other departments, but I can't promise.' Fortunately for Shekhar, there was a vacancy in the R&D division of the company, which was located far away from the head office. Shekhar was transferred to the R&D division. Shekhar decided that he would prove himself with this new opportunity that he was given. At the yearly review, Shekhar's performance was adjudged excellent. The R&D Manager, Mr Kamath, considered him a star-performer and recommended him for a promotion. Around this time, the company received an important project from a prestigious client in the US. The Project Manager, Shashank, selected a team of ten people, from the various departments in the company, to work on the project. Shekhar and Jai were among those selected to work on the project, and Shekhar was made the

project leader. Shekhar was concerned about his status as the project leader and felt responsible for his team as well as the deliverables. He was strict with deadlines, expected the best from each team member, and always kept them on their toes. But Shekhar's way of functioning was not going down well with his teammates. As the project progressed, the team members felt that they were being pushed too hard, and Shekhar's behaviour was perceived as being autocratic at times. He was more business-like and aggressive in his dealings with his team members. He was highly competitive by nature and did not want anyone, including himself, to relax till the project was delivered. Shekhar's team members began disliking him, and his behaviour left Jai perplexed. (Approx 700 words)

While Shekhar was not very popular amongst his teammates, Jai was fast gaining their confidence. He was patient, relaxed, easy-going, and generally lacked an overriding sense of urgency. He was very considerate, caring, and approachable to everyone and knew how to maintain his relationships with all team members. He managed to grab a lot of attention in the team and became very popular. His focus was more on managing relationships rather than delivering outputs on time.

The team dynamics worsened gradually, and this started affecting the schedules of the project. Shashank, the Project Manager, noticed the gradual decline in performance and asked Shekhar to rectify the situation immediately. Shekhar decided to call the entire team for an informal discussion. During the discussion, he tried to justify his stand on maintaining the required outputs and meeting deadlines. However, the interactions were futile and led to complete chaos. It ended abruptly with Shekhar accusing Jai of being apathetic, disengaged, wasting time, and distracting others in the team. Jai was horrified; it was not long ago that he was pleading with the HR manager to give Shekhar another chance. He felt bad and accused Shekhar of being ungrateful and a 'stress junkie', who was driving everybody crazy. He also accused Shekhar of taking advantage of his position as the project leader and ended by saying that success had gone to Shekhar's head.

Shekhar explained the whole situation to Shashank and clarified that he was only concerned about his work and the project. Shashank had heard about Shekhar's excellent performance from the R&D manager, Kamath, and did not want to remove Shekhar from his position as the project leader. He suggested that Shekhar talk to Jai alone and resolve the issue. Shekhar called Jai, and the following conversation took place between them:

Shekhar:	Hi Jai, good morning
Jai:	Good morning, the great project leader!!
Shekhar:	I believe you are upset with me Jai. I am only concerned about the project.
Jai:	That is the problem. You are only concerned about yourself and do not care about anybody else.
Shekhar:	Look Jai, this project belongs to all of us
Jai:	My foot, you just want to take the whole credit and to be honest, you are jealous of my popularity with the team.
Shekhar:	If, as the project leader, I demand to meet deadlines and ask team members not to relax and waste time till the project is delivered, am I being unreasonable?
Jai:	Don't put on that act, and by the way, who is wasting time here? My dear sir, this is called, 'relationship building'; but why am I talking to you, you won't understand
Shekhar:	Look Jai, I accept that I am not good at dealing with people, and that is precisely the reason why I need you. Since you are very good at relationship building, please help me in keeping the team together and work towards fulfilling the objectives of this project.
Jai:	I do not believe you Shekhar. You have changed so much that it is, at times, hard to believe that we were together since our school days.
Shekhar:	Please believe me and let us jointly try to remove the deadlock. This is important for all of us, and I know that you also agree with me here.
Jai:	I am ready to put in whatever I can to make the project happen. But I need to be sure first that you are serious and not making fun of me.
Shekhar:	Believe me; I have never been more serious in my life.
Jai:	Okay partner done; we will make this project a great success.
Shekhar:	Thanks, Jai.
Jai:	Anytime, Shekhar.

The project was delivered successfully on time to the US client. Project Manager, Shashank celebrated the success of the team at a five-star hotel and rewarded the whole team with a company paid holiday to the US. The team members cheered with joy and hugged each other. Standing in a corner, Shashank looked at the 'different strokes' that made up his team and smiled.



- Q. 1. Discuss the personality traits of Shekhar and Jai and identify their personality types. (12)
- Q. 2. a) Why did Shekhar perform very poorly in the marketing department and do exceedingly well in the R&D division of company? (3)
b) Comment on leadership style of Shekhar (9)
- Q.3 How and why did the conflict in the team spring up? Analyse it critically based on the concepts of group dynamics and teams (12)
- Q.4 Several transactions took place between Shekhar and Jai. Explain the transactions in terms of ego-states and transactional analysis. (12)
- Q.5 Explain any two theories of motivation relevant to the case (12)

Section B : Section B contains short notes type questions . Attempt any four in not more than 200 words each

- Q. 6 Write in brief about the following (any 4) 4x3=12
- a) Bounded Rationality Model of Decision Making
 - b) Power and Politics in Organisation
 - c) Causes of Social Loafing and its Prevention
 - d) Herzberg's Theory of Motivation
 - e) Ethics in Business
 - f) Diversity in Organisation (any three characteristics of diversity)

Section C : Section C contains objective type questions (multiple Choice/ true false/ one word answer etc) . Attempt any Ten.



$10 \times 1 = 10$

Page 4 of 4