

**Navrachana University**  
**School of Business and Law MBA Program**  
**End-Semester Examination November 2017**  
**FYBBA- Semester- 1**  
**Course- Individual and Group Dynamics**  
**Course Code- HR101**

Date: 21<sup>st</sup> November 2017  
Time: 10.30 A.M to 12.30 P.M

Marks: 40

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**Instructions:**

- Write each answer on a new page
- Model the answer wherever it is applicable
- Do not write anything other than what is asked. Be crisp

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**Q-1)**

**10 Marks**

Roger's company had been battered by competition from Asian firms. Not only were Asian products selling for less money, but their quality was substantially higher. By investing in some high-technology equipment and fostering better union-management relations, Roger was relatively certain that the quality gap could be overcome. But his overhead rate was more than 40 percent above that of the competitor firms. He reasoned that the most efficient way to lower costs would be to close one of his older plants, lay off the employees, and increase production in the newer plants. He knew just which plant would be the one to close. The trouble was, the community was dependent on that plant as its major employer and had recently invested a great deal of money for highway repair and streetlight construction around the plant. Most of the workforce were older people who had lived in the area most of their lives. It was improbable that they could obtain alternative employment in the same area. Should Roger close the plant or not?

1. Justify your choice.
2. What additional information would you need in order to be certain about your choices?
3. What do your answers tell you about your own emotional intelligence, values, cognitive style, attitude toward change, and core self-evaluation?

**Q-2) Creativity at Apple**

**12 Marks**

What makes Apple special is that they create category-defining products. Even if their competitors have some key advantages (like Google's data or Amazon's online retail game), Apple's actual creative output is superior by most standards. At the very least, you have to say their execution of media and touchscreen devices has been visionary and tech path altering. And keep in mind, this is a monster company, a huge place. How can they keep cranking out the hits? Tim Cook took on how and why Apple comes up with consistently interesting, sometimes truly radical products.

*Creativity is not a process, right? It's people who care enough to keep thinking about something until they find the simplest way to do it. They keep thinking about something until they find the best way to do it. It's caring enough to call the person who works over in this other area, because you think the two of you can do something fantastic that hasn't been thought of before. It's providing an environment where that feeds off each other and grows. So just to be clear, I wouldn't call that a process. Creativity and innovation are something you can't flowchart out. Some things you can, and we do, and we're very disciplined in those areas. But creativity isn't one of those.*

- Q-1 What are the four approaches to creativity. Which approach (es) has Apple relied upon?
- 2). What could be the major obstacles and conceptual blocks that Apple might get into?
- 3) Based on the information, what is the leadership style of Tim Cook?

Q-3) Anu Sharma has been a first-line supervisor for six months. She was proud of her new promotion, but surprised to discover she felt increasingly powerless. Instead of being a stepping stone, this position was feeling more and more like a dead end. Managers above her were about her age and the hoped-for company expansion never materialized. She was not a central part of the organization, and she felt no one ever noticed her unless she messed up. She was expected to be supportive of her subordinates, but they never returned the favor. She was expected to absorb their flack without support from above. In general, she felt as though she was constantly "getting it from both ends." Her job was extremely rule-bound, so she had little discretion in what she did or how she did it. She had only modest control over the pay or benefits of her subordinates, because their union agreement left very little flexibility. So she felt powerless to reward them or punish them in ways that really mattered. As a result, she found she was more and more apt to impose rules to get subordinates to do what she wanted. She became increasingly jealous of any successes and recognition achieved by her subordinates, so she tended to isolate them from people higher up in the organization and from complete information. She lost her penchant for informality and became increasingly rigid in following standard operating procedures. Predictably, her subordinates were becoming more resentful and less productive.

**State the power dynamics? Use Power dynamics model to solve this case.**

6 Marks

**Q-4) Short Answers- Answer just need to be very crisp no elaboration.**

12 Marks

4-1) I can't stand my boss. He is the most autocratic, demanding person you can imagine. I've never worked around anyone who cared less for his employees than he does. His complete insensitivity and lack of humanity have made this a miserable place to work.

**Which response style you will incorporate and why?**

4-2) Hey, what's the idea of not approving my request for a new personal computer? I really need it in the office. We've got far more work to do than one machine can handle, and we're doing things manually that ought to be done on a spreadsheet. And don't give me that old story about tight company resources again. I've been in line for new equipment for a long time now.



**Which communication principal/s and conflict management style you will incorporate.**

4-3) Dara Khosrowshahi who was named CEO of Uber after the dramatic ouster of founder Travis Kalanick following the revelation of a corporate culture plagued with sexism and harassment. Khosrowshahi, described in The Washington Post as "even-keeled and low-key" and praised for the gender equality at his former company Expedia, is clearly a sharp contrast to Kalanick as well as other executives who had been considered for the post including former GE CEO Jeff Immelt.

Hired with the clear mandate of fixing the company's broken corporate culture. Khosrowshahi explicitly declared in his first address to Uber employees, "This Company has to change." Soon after, he initiated a process of developing new core values from the ground up, commissioning focus groups and soliciting input from all employees. He recently unveiled the "new cultural norms" to Uber employees and in a post on LinkedIn. The list of new values was punctuated by a short statement that seemed a verdict on the company's past culture: "We do the right thing. Period."

**Model the "Leading the Change" for Uber**

4-4) We have been purchasing your products since 1975, and we have been very satisfied with our relations with your sales personnel. However, we have had a problem of late that requires your attention. Your sales representative for the New-Delhi region has appeared at our company the last three times looking and smelling like he was under the influence of alcohol. Not only that, but our last order was mistakenly recorded, so we received the wrong quantities of products. I'm sure you don't make it a practice to put your company's reputation in the hands of someone like him, so I suggest you get someone else to cover this region. We cannot tolerate, and I'm sure other companies in New- Delhi cannot tolerate, this kind of relationship. While we judge your products to be excellent, we will be forced to find other sources if some action is not taken.

**Incorporate Stress Management and Transactional Analysis to solve this issue.**