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FIRST SEMESTER

**MBA/PLD**

**SUPPLEMENTARY EXAMINATION**

**Feb-2019**

**PAPER CODE MGT-11**

**TITLE OF PAPER** Management Process & Organization Behavior

**Max. Marks : 60**

**Time: 3:00 Hours**

**Note :** All questions are compulsory. All sub-parts carry equal marks.  
Assume any missing data, if any.

**Q.1** Sourav Ganguly will forever rank as one of Indian cricket's best leaders. Even more a leader of men than just a player, he is rightly credited for having changed the mindset of the Indian cricket team at the turn of the century. Ganguly injected positivity and taught the art of competing and even winning, his single-biggest contribution to Indian cricket. At the root of this transformation was his mindset. Not to give up in the face of adversity, he took calls that may have evoked the critics' ire at the time, but benefitted Indian cricket in the long term. Ganguly's success mantra, which is what his book A Century is not Enough is mostly about, is tried and tested, all-pervasive and definitely the book's core strength. A recluse by nature, Ganguly consciously changed his persona on the cricket field to suit Indian cricket. It was, like he says, essential to deal with the mighty Australians, who had come to India having won 15 Test matches on the trot and made it 16 with a three-and-a-half-day mauling of India at the Wankhede stadium in the first of a three-Test series in 2001. "I always thought we were a collection of quality individuals but in high pressure moments we fell apart. I wanted to build a new team culture quickly...I was inspired by the way the Aussies played their cricket. I wanted to inculcate the same spirit in my team. I was very clear in my mind that I would only play to win. And while attempting to win if I lost I didn't mind. I wanted to create a culture of winning and absolutely detested draws." From making Steve Waugh wait at the toss to allowing his men to have a go at the Australians, Ganguly was consciously trying to usher in a new era in Indian cricket. In doing so, he was successful in getting under the skin of Waugh's men, something no Indian captain had done or even thought of doing before. With supremely talented youngsters like Virender Sehwag, Harbhajan Singh, Zaheer Khan and Yuvraj Singh in his team, his task had become easier. Seeing a captain who was aggressive and unafraid to give it back, each of these men had started to express themselves on the field. It was a new Indian team and Ganguly was at the centre of it. "Off the field I was docile, introverted, a little withdrawn. Now I became aggressive on the field. I learned this tactic in the famous Eden Gardens Test in 2001. It was a tense game and I noticed that quite a few of our players were reacting aggressively to the pressure tactics of the Australians. They were giving it back. This was not planned. It happened spontaneously"

[a] Explain the leadership style of Ganguly ? Are there any limitation to his approach ?

[b] Bring out the difference between a manager and a leader based on case understanding ? Who plays a more active role in driving the business transformation ?

**Q.2** In a democracy, non-governmental organizations provide a platform to civil society to dissent in an informed and reasoned manner<sup>1</sup>.

[a] Elaborate on the statement based on understanding of conflict ?

**Q.3** The actual results of mergers and acquisitions don't always live up to expectations. M&A growth strategies promise a multitude of strategic opportunities; from rapid growth, to eliminating competition, to access to new markets. And many organizations are currently, or have, embarked on merger and acquisition growth strategies to varying effect.

When asked about the primary causes of these mixed results, most leaders cite a misalignment between the two organizations' cultures. This friction can wreak havoc as the members of different groups assimilate to drive the performance gains that M&A strategies forecast.i.

[a] Elaborate on criticality of cultural synergy in an M&A process.

[b] What are some managerial challenges in an M&A process..

**Q.4** [a] What limitations of classical theories were addressed by later researchers ?

[b] You have identified a prospective business opportunity in food space for diet conscious population. Detail out the process from ideation to launch.

[c] Detail out decision making process while purchasing a laptop.

**Q.5** [a] Operations excellence can be a competitive advantage for organizations. Elaborate.

[b] Managerial ethics has become a critical component of management process in contemporary times. Comment.

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i. Cases adapted from News reports for class purpose.