

VPM's
Dr. V. N. BRIMS, Thane
Programme: PGDM (2014-16) Fourth Batch
First Semester Examination September 2014

Subject: **Organization Behaviour**

Roll No.	:	Marks	: 60 Marks
Total No. of Questions	: 7	Duration	: 3 Hours
Total No. of printed pages	:	Date	: 23/9/2014

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

Case Study ICICI Bank Ltd.

Since the 1980s, the bank had fostered a culture of nurturing young talent. This was a bid to create a talent pool and develop a leadership pipeline at the bank. The process of empowering young people, nurturing talent, and developing a leadership pipeline became part of the bank's culture and was carried forward by former CEO and MD, KV Kamath and present CEO and MD, Chanda Kochhar. Kamath was instrumental in grooming several people who later took up key positions at the bank.

He spotted people with leadership potential at the bank and moved them from one assignment to another and mentored them to take up different leadership roles and serve the bank.

The success of the mentoring process led to the bank institutionalizing a formal leadership development process that identified talented employees through a performance appraisal system after which they were assessed for future leadership roles.

According to experts, ICICI Bank's focus on nurturing young talent reaped several benefits for the bank. While the leadership grooming process helped it tackle the problem of attrition, it also enabled the bank move ahead of others in the Indian banking sector. The bank's focus on nurturing young talent also helped ICICI Bank develop businesses that accounted for half of ICICI Bank's profits. Industry observers felt that going forward, the challenge for Kochhar would be to maintain the bank's momentum, continue international expansion, expand product offerings, improve technological innovation, and continue to nurture young talent.

Questions:

- » Critically analyze talent management strategies at ICICI Bank.
- » What is your opinion about the mentoring process adopted by Kamath to groom young employees at the bank?
- » What is the need to set up a formal leadership development process at the bank?
- » What are the issues and challenges faced by the mentors while mentoring employees?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Define management and characteristics of management.
- b) Why is there need for formal management in a business organization?
- c) What is management process and key elements of management process?

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Who is manager? What are the traits of an effective and efficient manager?
- b) Write a note on managerial roles.
- c) Which are the five managerial skills you consider important?

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is an organisation? Describe three characteristics of organisation?
- b) Which factors lead to a good / sound organisation?
- c) Describe organisation behavior and it's relevance.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Describe briefly all functions of management.
- b) Which Indian organisation is professional in your opinion and why?
- c) How will you develop a positive organisation culture in a start up?

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Is motivation directly related to productivity? Give your views.
- b) How will you motivate a demoralized workforce? Suggest three methods.
- c) Is control a positive or negative mechanism? Why?

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Do you think a manager should be a good leader? Explain.
- b) A note on decision making process in a professional set up.
- c) What is the difference between efficiency and effectiveness? Which will you prefer?
