**NMIMS**

**Course:** Organizational behavior

**Internal Assignment for June 2020 Examination**

**1. Leadership is said to be a vital quality which is becoming very rare in the organisations. It would not be wrong if we say that it is a progression where an individual solicits the backing of other entities for the completion of mutual objectives. The leaders are the visionaries and also act as a catalyst in terms of influencing and inspiring others. Based on the above statements discuss the significance of leadership in any organisation. Conclude by answering that how the organisation would fare if leadership is not right?**

**Answer**: According to Koontz and O’Donnell “Leadership is the process of influencing others towards the accomplishment of the goal. It is the ability of a manager to induce subordinates to work with zeal and confidence”. In other words we can say that leadership is a process which influences people to work for the fulfilment of the goal. Every leader is known by his followers so leaders continuously influence the behavior of the followers.

A leader performs various functions while motivating people towards achieving organizational goals. A Leader helps in creating a healthy environment so that employees can work with efficiency. He is the representative of the group. Leaders also act as counsellors who listen to their subordinates, remove obstacles and keep the employees happy at the work place. A leader makes the followers obey his order.

**There are certain characteristics of leadership which help us in understanding leadership.**

* Leadership is a process of influence.
* Leadership is related to a situation. The ability of a leader is determined by his skills or capacity to handle a situation to allow his subordinates to work with freedom and independence.
* Leadership is a function of stimulation. A leader should set attainable goals and inspire people in such a manner that individuals and organizational goals do not contradict each other.
* Leadership

**2. Harvey and Louis are Team leaders of team A and B respectively. Harvey is very open to feedback and does not let his perception rule his decision. He takes action based on facts and figures whereas Louis get carried away with his perception. Team A is very happy and motivated team which is clearly visible by their performance and just the reverse goes for team B. Louis takes aid from a self-help book where he reads about the managerial implications of perception. When he does a self-analysis he understood that all this while he was working totally under the influence of his perception. Louis decides to take a plunge and modify his behaviour. Discuss any three managerial implications of perception and conclude by stating that what could have made Louis change his way of behaving?**

**Answer**: As per Robbins, a noted thinker on OB, “Perception is the process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment.” Environment consists of other people and situations connected to the perceiver for some reasons. Perception is perhaps the most important aspect of OB that we use in our daily life and in management.

**The importance of perception is:**

* While creating vision for an organisation, our perception of the future and the way things should be is a deciding factor.
* While making strategy, out perception of the opportunities and threats make us see the same situation differently.
* Perception gives the impetus to seek more information to make more rational decisions

**3. Karan and Jacob are co-workers. They both are working in the same project but their work values are very different from each other. Karan belongs to GenX (The X Generation) and relies a lot on the team-work as well as its (team’s) progression and upliftment, whereas Jacob is from GenY (The Y Generation) or the Millennial and for him self-reliance is more important. Though they share a great personal rapport they always are found having disagreements at work.**

**a. Explain the reason for their disagreement? It is natural to have such disagreement, give concluding remarks for the Jacob**

**b. Introduce the value system of your generation. Discuss the rest of the generations and their values?**

**Answer**: a) As per the question, Karan belongs to GenX and Jacob belongs to GenY so their attitude is really different in terms of working style, decision making etc. Attitudes are also known as "frames of reference." They provide the background against which facts and events are viewed. It becomes necessary to know the attitudes of members of an organisation because they have to perceive specific aspects like pay, hours of work, promotion, etc. of their work life in the wider context of their generalised attitudes. Attitudes are also known as "frames of reference."

Attitude and behaviour should normally be consistent. When there is inconsistency, disagreement takes place, which is explained by Cognitive Dissonance Theory by Leon Festinger (1950). The desire to reduce disagreement would be determined by 1) importance of the element creating disagreement e.g., if the pay difference is insignificant and the idea of equity is not so dominant in the individual, he/she may not react to the disagreement; 2) influence of the disagreement e.g., if the influence of the disagreement is low and it is possible to rationalise and justify it, and 3) rewards e.g., if the inherent tension is high disagreement tends to be reduced with high Its half solved sample only

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