

**GUJARAT NATIONAL LAW UNIVERSITY  
GANDHINAGAR**

**Course: Business Organization and Management  
Semester- I (Batch: 2020-25)**

**End Semester Online Examination: February 2021**

**Date: 10<sup>th</sup> February, 2021**

**Duration: 8 hours**

**Max. Marks: 50**

**Instructions:**

- The respective marks for each question are indicated in-line.
- Indicate correct question numbers in front of the answer.
- No questions or clarification can be sought during the exam period, answer as it is, giving reason, if any.
- Prescribed Word Limit: 5 Marks: 400-500 words, 10 Marks: 700-900 words.

**Q.1 Read the given case and answer the questions.**

**Marks**

(5x2=  
10)

The rapid growth of Ether Technologies was due in no small part to sales manager Ajit and to the skills of the savvy young sales staff that he had assembled. Ajit prided himself on finding and hiring top grads from two major business schools in the area. In addition to the top salaries offered by Ether, the grads were attracted by Ajit's energy, innovative thinking, and can-do attitude. He was the embodiment of Ether culture—moving fast, ahead of the knowledge curve in high-tech. Ether's sales force consistently stunned the competition with their high performance level.

Among other things, Ether had the reputation for aggressive business intelligence. Competitors found both amusing and frustrating the company's ability to outmanoeuvre others and capture accounts. Ajit enjoyed the air of mystery surrounding the Ether organization. Awareness that some competitor sat on the verge of a big sale always stirred Ajit's passion for sales and ignited his desire to "one-up these guys" and grab the sale out from under them.

"If this was a poker game," one board member mused, "Ether would win every hand. It's like Ajit as well as his staff possess the uncanny ability to know the cards your company is holding. He keeps a straight face, a low profile throughout the game, and then suddenly he lays his cards on the table and you're sunk. Here at Ether, we all love it."

A former military intelligence officer, Ajit brought that "sneaky" air into the Ether culture, adding a bit of excitement to the day-to-day business of sales. "With a great product, great staff, and great business intelligence," Ajit was fond of saying, "you can dominate the market." He wanted everyone—customers, competitors, and the media—to see Ether everywhere. "Every time the competition holds a staff meeting," he said, "the first question should be, 'What's Ether doing?'"

The sales staff was a mirror image of Ajit—younger, but with the same air of invincibility, and very competitive with one another. This, too, Ajit encouraged. A chess player, he enjoyed observing and encouraging the competition within his own sales staff. And seeing the thrill it brought "the boss," ambitious salespeople worked vigorously to prove their competitive worth.

Ajit's latest competitive "match" pitted Kunal and Anita in an intellectual and strategic struggle for a coveted assignment to a potential major account with a company that had just expanded into the region. Ajit let it be known that Kunal and Anita were being considered for the assignment, and that each could submit a proposal to lure the account to Ether and away from its top rival, Raleigh-Tech.

Both Kunal and Anita eagerly grabbed the opportunity to expand their influence within the company and to build their reputations. Putting together their presentations within a short time period meant working long days and late nights. On the evening before the presentations, Kunal bounded into Anita's office and dropped a file on her desk. "Top that!" he said.

Anita began thumbing through the file, and as she looked up in startled amazement, Kunal slammed his hand on the folder and jerked it from her desk.

"That's like a watershed of Raleigh-Tech's trade secrets," Anita said. "Where did you get that?"

"My secret, dear," Kunal replied, taking a seat and noisily drumming his fingers on the folder. "With this information, R-T doesn't have a chance. And neither do you."

"You could get into all sorts of trouble," Anita said. "When you lay that on Ajit's..."

"Ajit's espionage side will love it," Kunal interrupted. "This is classic Ajit, classic Ether. You can't tell me that with all of the brilliant moves he's made over the years, Ajit hasn't done the same thing. This is business, cutthroat business, and I may have just topped the master. See you tomorrow."

As he left, Anita sat in stunned silence. "Cutthroat, indeed," she whispered, reaching for the phone. She held the phone for a moment, wondering who she should call. This is unethical, illegal, she thought. She hung up the phone. Should I let him hang himself tomorrow? What if Ajit really does love it? If I call some manager tonight, will everyone see me as a sore loser and a crybaby? Is this really what it takes to win in the big leagues? Is this really the culture of this organization?

- a) How has Ajit shaped the sales culture at Ether Technologies? Do you consider this culture to be at a pre-conventional, conventional, or post-conventional level of ethical development? Why?
- b) How would Kunal's decision differ if he based it on the utilitarian approach vs. individualism approach vs. practical approach to ethical decision making? Which approach does he appear to be using?

Q.2 What opportunities and potential problems are posed by the formation of more than one coalition within an organization, each one advocating a different direction or alternative? What steps can you take as a manager to make sure that dueling coalitions result in constructive discussion rather than dissension? (10)

- Q.3
- a) If you were a manager responsible for floor-cleaning products at a consumer products company, how would you apply crowdsourcing to identify a new product that would meet customer needs? (5x2= 10)
  - b) Until Sheryl Sandberg was promoted to chief operating officer of Facebook in 2012, its board was composed of only men. Yet a majority of Facebook's 845

million users are women. Given this demography, explain how Facebook might benefit from increasing the presence of women on its corporate Board.

- Q.4 As a manager, how would you deal with an employee who is always displaying negative emotions that affect the rest of the team? How would you use an understanding of attributions and emotional contagion to help you decide what to do? (10)
- Q.5 How does Level 5 leadership differ from the concept of servant leadership? Do you believe that anyone has the potential to become a Level 5 leader? Discuss. (10)

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