

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

**PGDM / PGDM (M) / PGDM (SM)
II TRIMESTER (Batch 2016-18)
END TERM EXAMINATION, JANUARY 2017
SET – 1**

Course Name	Organizational Behaviour - II	Course Code	HR201
Max. Time	2 Hours	Max. Marks	40

INSTRUCTIONS:

- All the questions are compulsory for which marks are indicated against questions.
- Do not write anything on question paper except roll number.
- Please be precise and legible in writing your answers.

Q1. You are team leader of a consumer durable sales team. What factors would you keep in mind to develop an effective team? Elaborate each factor. **8 marks**

Q2. Mr. Rohit Kumar owns 'Tough & Blazing' marble and granite company. He has recently recruited 20 employees. What are the different ways by which they would learn the culture of the organization over a period of time? **8 marks**

Q3. 'It is not easy to introduce computers in my manually handled organization since last 2 years. I don't know why people are resisting it. Please can you help me to bring in computers in my organization.' said Mr. Shyam to Ms. Seema. Had you been in Ms. Seema's place what reasons you would have identified for resistance and also give suggestions to Mr. Shyam to effectively introduce computers. **8 marks**

Case Study

Mr. Atreya is the Managing Director of Vani Engineering Company. In order to increase the sales, the company decided to start a full-fledged marketing department. The M.D. was entrusted with the task of finding suitable candidate to lead the proposed marketing department.

Mr. Atreya preferred a person from within the organization rather than hiring from outside. After careful screening he selected two candidates, Mr. Kushal and Mr. Vishwas.

Mr. Kushal has been with the company for fifteen years. He is liked by all his colleagues due to his high quality workmanship and pleasing manners. He believes that employees should participate in decision making, unlike Mr. Vishwas. He encourages his employees to come out with innovative ideas and useful suggestions. Before arriving at a decision, he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They really admit that the environment he has created encourages them to use their talents fully in the organization. Company records also show that there was an increase in production soon after Mr. Kushal became the head of the department.

Mr. Vishwas, who has been with the company for ten years, has an excellent record of accomplishment. He is always enthusiastic and innovative in his work. He is still young (35 years) dynamic and aggressive. He is result oriented and is, naturally, more interested in the ends rather than the means. One of the workers, testifying to his leadership qualities remarked that although he is harsh at times, you know where you stand when you work with him. When you have done a good job he lets you know it. Mr. Vishwas is willing to shoulder additional responsibilities. He decides and thinks quickly and when action is required he is always on his toes.

Q4. What are the leadership orientation of Mr. Kushal and Mr. Vishwas. By applying Fiedler's contingency theory discuss in which situations would Mr. Vishwas be more effective and in which situations Mr. Kushal would be more effective? **10 marks**

Q5. If you were in the position of Mr. Atreya, whom would you select for marketing department and why? **6 marks**