

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
II TRIMESTER (Batch 2016-18)
END TERM EXAMINATION, JANUARY 2017
SET – 2

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. All teams are groups but not all groups are teams. Discuss this statement and also discuss how various stages of group formation effect the performance of group (9).

Q2. Define organizational change and briefly discuss Kurt Lewin's Model of change. (8 marks)

Q3. Mr. Ketan had recently joined 'Enthralling Times' an entertainment company as a team leader. He was sitting and pondering how to improve his team's performance. Help Mr. Ketan identify the factors that he should work on to how to enhance effectiveness of his team (8 marks)

Case Study

Kinshuk Pandey sat down on his chair with head in his hands. He just could not think of a way out from the recent trouble which overpowered all his capacities of managing his team.

Life's simple issues can get aggravated if people take the issues to unimaginable levels of complexity, Kinshuk pondered. Why can't senior faculty members behave a bit more mature and be better in professional conduct?!!

The day had started as usual with customary glance on the session schedules, checking hundred odd emails that require his attention with a few replies to be given urgently, and a regular meeting with his faculty team at Microbe Institute of Technology, Guntur- one of the reputed and growing institute in southern India. He had joined Microbe five years back and had enjoyed a good rapport with all. The institute boasted of a wonderful infrastructure with a qualified team of faculty and staff members who were mostly from Andhra Pradesh, and took pride in their work.

During the meeting, the Dean Academics pointed out that during the peak season of Admissions (October to March), a lot of faculty members travel for various admissions related activities. This imposes a reasonable burden on the academic activities, including regular sessions and thus impacts the teaching-learning process – something for which the institute probably compromises by lesser in-depth treatment of courses that run during these six months. This issue has been always at the center of discussions every year and it has led to a gradual yet strong division between the Admissions team and the Academic team.

Dr Kinshuk, a seasoned administrator and academician has always been very supportive to both the critical activities of the institute and has always recommended a participative approach to decision making. While inviting comments on the issue, which he would be regretting very soon, it was the head of Admission committee and the Dean of Academics who vehemently tried to safeguard their own points, started personal fight, and humiliated each other in front of the entire gathering.

The meeting ended abruptly with both the heads leaving the meeting room still arguing and throwing personal insults, and Dr Kinshuk at a loss of words.

Q4. What kind of leadership style would you recommend for Dr Kinshuk to handle this situation effectively and see that such issues do not disturb the performance of the organization in future? (8)

Q5. What are the factors that are contributing to politics in this situation? (7)