

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM/PGDM (Marketing)/PGDM (Service Management)
TRIMESTER- II, Batch 2017-19
END-TERM EXAMINATION, JANUARY 2018

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

Instruction(s):

Please attempt all the questions. Marks assigned are shown in parentheses.

1. How do the five stages of group development contribute in forming effective teams? Please support with examples drawn from classroom activities/discussions. **(7 Marks)**
2. Leadership success is determined by a suitable match between the leadership style and preparedness of the followers. Explain the relevant theory of leadership and give at least two corporate examples. **(7 Marks)**
3. Consider, you are a senior manager working at a start up in service sector, develop a suitable organisation structure based on the relevant elements of creating organisation structure. **(7 Marks)**
4. Organisational success is an after effect of a participative work culture and strong leadership. Please elucidate with an example drawn from the industry. **(7 Marks)**
5. Case Study:

General motors was established in 1908 in US. By 1920 it had become the world's largest motor manufacturing company. The company got a tremendous success in the time of Alfred P Sloan. Under his leadership the company was producing new styles and/or designs of cars almost every year.

The company had launched Chevrolet, Pontiac, Buick, Cadillac and there was no other competitor in the market with such a variety of different cars.

But with emergence of the Japanese automakers, the company felt threatened. Toyota from Japan emerged as one of the biggest threats and it hit the profitability of American companies such as General Motors and Ford motors, especially in the North American market. In 2001 the sales graph of GM was declining, and Toyota had captured the market in a big way.

GM had to take loan from American government and Canadian government to support the company in that crises period. During 2009, the economic meltdown forced the company to file for bankruptcy and had to close several brands and part of the businesses were sold out to Chinese companies.

The company regained its position to a good extent in market by restructuring and making changes in the company.

Questions for analysis: **(6x2 = 12 Marks)**

- a. Identify forces of change as observed in this case?
 - b. Discuss the role of top management in driving planned change in an organisation?
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