

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

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|--------------------|--------------------------------------|--------------------|--------------|
| <b>Course Name</b> | <b>Organizational Behaviour - II</b> | <b>Course Code</b> | <b>HR201</b> |
| <b>Max. Time</b>   | <b>2 Hours</b>                       | <b>Max. Marks</b>  | <b>40</b>    |

**Instruction(s):**

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

Q1. Modern organisations put heavy emphasis on working in teams. What are the stages that you will keep in mind, as a manager, while building an effective team? (8 marks)

Q2. Do you think a startup organisation would be more effective if it gets a transactional leader or a transformational leader? Support your answer with examples. \* (8 marks)

Q3. There are various structural forms industrial organisations can follow. What kind of structure would be better for a multinational organisation that is basically into corporate training? Support with appropriate reasoning. (8 marks)

**Case Study - COKE vs PEPSI**

When Roberto Goizueta took over as CEO of Coca-Cola in the 1980s, he was faced with intense competition from Pepsi that was eating into Coke's growth. His executives were Pepsi-focussed and intent on increasing market share 0.1 per cent a time. Goizueta decided to stop competing against Pepsi and instead compete against the situation of 0.1 per cent growth.

He asked his executives what was the average fluid intake of an American per day? The answer was 14 ounces.

What was Coke's share of that? Two ounces. Goizueta said that Coke needed a larger share of that market. The competition wasn't Pepsi. It was the water, tea, coffee, milk and fruit juices that went into the remaining 12 ounces. The public should reach for a Coke whenever they felt like drinking something. To this end, Coke put up vending machines at every street corner.

Q 4. Comment on the leadership style of Roberto Goizueta. (8 marks)

Q 5. What kind of learnings can you derive about *managing change* from this short case? (8 marks)

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