



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA  
PGDM / PGDM (M) / PGDM (SM)  
FIRST TRIMESTER (Batch 2019-21)  
END-TERM EXAMINATION, SEPTEMBER 2019

Course Name	ORGANISATIONAL BEHAVIOUR	Course Code	HR101
Max. Time	2 Hours	Max. Marks	40 MM

**INSTRUCTIONS:**

- All questions are compulsory, for which marks are indicated against the questions.
- Please write your answers legibly and precisely.

**Q1.** For organization's growth and success, what is more important for a leader, Task Orientation or Relationship Orientation? Using Hersey & Blanchard theory of leadership, explain with examples, how these two orientations can be managed by a leader for a win-win. **8 Marks**

**Q2.** How your personality is guided by your belief values and attitude? Explain with examples how to align your individual value system with organizational expectations in today's world? **8 Marks**

**Q3.** "IQ gets you selected while EQ gets you promoted". Using the dimensions of emotional intelligence, explain with examples, how one can be successful in the diverse. **8 Marks**

**Q4.** The grand launch of 'Rohini' on Aug. 10, 1979 at Sri Hari Kota was being led by our legendary scientist Dr. APJ Abdul Kalam as Project Director. As per the check list, just 4 minutes before the launch, the computer showed some issues in the "Control Component". A group of scientists signaled "A-OK". Dr. Kalam accepted as group's decision and switched to manual mode, bypassing the computer. Initially the launch looked normal but the rocket fell into Bay of Bengal, a failure due to a key phenomenon under group dynamics.

With reference to different group properties which influence behaviour of individuals in groups, appraise the above situation with examples. **8 Marks**

**Q5.** Taha Airlines was taken-over by **Bet Airways**. The take-over was strategic and intended at entering into low cost airlines market. The new entity was named as **Bet Lite**, subsidy of the main group **Bet Airways**. The merger soon unfolded the two different cultures existing within one group. Taha Airlines (now **Bet Lite**) used to have an employee-friendly, autocratic culture with high job security whereas the **Bet Airways** had corporate culture where performance mattered. Of the many differences between two (**Bet Airways & Bet Lite**) some became talk of the town like; the salaries, differences in policies on leaves, incentives and performance benchmarks. **Bet Airways** was sensing a cultural clash which may lead to underperformance of the group as a whole. The employees of **Bet Lite** started complaining about pay disparity and they started telling that despite being an integral part of **Bet Airways** we have to work on different terms and conditions. Closed-door talks were on, signaling disturbances ahead.

# Analysing the above excerpts from a classic business case on merger, elaborate, how culture can become a limiting factor and liability for different stakeholders of organization jeopardizing its operations and other critical issues that puts organizational growth and future at risks. **8 Marks**