**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**FIRST TRIMESTER (Batch 2020-22)**

**END TERM IMPROVEMENT EXAMINATION, DEC-2020**

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| Course Name | **Organizational Behaviour** | Course Code | **HR 101** |
| Max. Time | **2 hours** | Max. Marks | **40** |

All questions are compulsory.

**Section A** **(24 Marks)**

Q1. Please explain why understanding self is important. Also share how the Open pane in Johari window can be increased. **(8 Marks)**

Q2. Why is it important for a group to go through the five stages of Group Development, to become an effective team? *Please share your experiences across the five stages, based on any team based activity from past to support your answer.* **(8 Marks)**

Q3. Please illustrate Managerial/Leadership Grid and discuss how leadership styles can impact organisations.  **(8 Marks)**

**Section B** **(16 Marks)**

A Short Case Study

**Instructions:** Please go through the attached case study and write a case analysis in 200-250 words maximum.

Your analysis should focus on Organisational Culture, Change Management and Leadership. *Do not copy and paste from the case study itself to write your answers.*

**What went wrong?**

On one chirpy winter forenoon Prof. Ajay’s emotions were contrast to that of the weather outside. He was fuming looking at the report of HR club ‘Kaushlam’ of a premiere management institute. HR club is a student driven initiative in which the coordinators of the club periodically conduct HR related activities for the rest of the batch. There were 10 coordinators in HR club this year.

He raised his head and addressed the club members during the periodic club performance review.

In very terse voice he said ……” What should I call this report which reflects abysmally low performance of this club in last four months…. Extremely Pathetic…. You all volunteered to be member of this club and this is what you present after four months? Least expected from you all…..”

As all the coordinators sat with their heads hung low, he asked them what went wrong?

Rahul, one of the coordinator mustered courage and said , “ Sir, we don’t know why the student participation in our activities is low.”

Shikha joined saying, “ Yes Sir, the attendance is low”.

Prof. Ajay replied have you ever tried to find out , WHY?... There was no reply from the club members. Prof Ajay then said that no point conducting this meeting with you all sitting dumb.

“Shake yourselves…. Let us find out why things are the way they are?”

Prof. Ajay: Are your activities interesting?

Nikita: We try to make them sir.

Prof. Ajay: “When do you decide the activities?” “ Do you have a calendar of activities”?

After a long silence, Rahul: “ No sir, we don’t have a calendar of activities, we decide a day before the activity is scheduled”

Prof. Ajay ( Sarcastically) : Oh Wonderful !!! HR club coordinators working last moment to ensure quality. Ok, who all decide the activities?

Booooom!!!!! went Shikha the moment this question was raised: “ Sir, it is only 4 or 5 of us doing everything, every time. When we call others, they say we have other work to do, their assignments, projects, going to city etc. etc. Even in the session few of us are there. Sir, when our own club members behave like this, how can we expect our batch mates to join the session?

“Fine, Fine” said Prof. Ajay, “ Now let us thrash out the problems and solutions .”

“Let us work like true budding managers and place our club in the next orbit, in the next quarter. Let us ensure high team work in our club and absolute hundred percent participation of your batch mates in HR club activities. Can we?”

Yes Sir !!!! resounded the room as all coordinators took the task to make their HR club “Kaushlam” the best club.

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