

Name:	
Enrolment No:	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, December 2018**

<b>Course: Organizational Behaviour</b> <b>Programme: MBA (Gen/AVM/PSM)</b> <b>Time: 03 hrs.</b> <b>Instructions: Write precise and brief answers</b>	<b>Semester: I</b> <b>Code:HRES 7002</b> <b>Max. Marks: 100</b>
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**SECTION A**

S. No.		Marks	
Q 1	<i>Briefly explain the following (approx.50 words)</i>  a) Intermittent reinforcement b) Job satisfaction c) Self-actualization d) Social Loafing e) Transformational leaders f) Weak culture g) Functional conflict h) Figure Ground Principle i) Intrinsic Motivation j) Interdisciplinary nature of OB	<b>2x10= 20</b>	<b>CO1</b>

**SECTION B**

	<i>Answer ANY FIVE of the following questions</i>	<b>4x5= 20</b>	
Q2	In what ways is organizational behavior comparable to functional areas such as finance marketing and production? In what ways is it different from these areas?		<b>CO2</b>
Q3	Most of the behaviours of the individuals are learned behaviours. In an organization, how do you think that an employee might learn unethical behavior on the job?		<b>CO2</b>
Q4	What do you understand by the term 'Personality'? Briefly explain the methods for measuring personality.		<b>CO2</b>
Q5	Discuss its components of attitude. Do you think it is possible to change attitudes? If yes, how?		<b>CO2</b>
Q6	How is culture of an organization transmitted to its employees? Can organizational culture be a liability? Why?		<b>CO2</b>

Q7	When people talk about organizational change, what precisely is being changed and what forces lead to such a change?		<b>CO2</b>
Q8	How is a group different from a team? What is the impact of cohesiveness and performance norms on the performance of the group?		<b>CO2</b>
<b>SECTION-C</b>			
	<i>Answer ANY TWO of the following</i>	<b>15X2=30</b>	
Q9	Individual perception has important implications in an organization and perceptual errors may significantly influence the organizational processes. List the different perceptual errors and show each one of them may affect the process of performance appraisal in an organization.		<b>CO3</b>
Q10	Suppose in an organization the HR department announces an incentive scheme, according to which the employee who would achieve more than 150 % of their target will get one free air ticket to visit Brazil for four days. Will this scheme be successful in motivating all the employees equally? Using Vroom's expectancy theory, explain the impact of this scheme on the motivation levels of different employees.		<b>CO3</b>
Q11	The styles of handling conflict are based on assertiveness and cooperativeness. Describe a situation of conflict and discuss the five different styles of handling it. Which style do you think is the best?		<b>CO3</b>
<b>SECTION-D</b>			
<i>Study the case given below and answer the questions that follow</i>			
Q12	<p>To deal with this difficult situation, KFAC launched a company wide cost cutting exercise. Among many other initiatives to lower costs, one of the major and sweeping cost cutting measures that KFAC adopted was to abolish overtime in all departments other than operations. This was a difficult decision since, ferro chrome plants are process plants requiring continuous operations. Hence, overtime is an accepted practice to ensure that furnaces are kept running round the clock. However, this culture of overtime for operation staff had, over a period of years , spilled over too other allied functions such as purchases ,stores, materials handling, stock yard, personnel, finance etc. adding to the cost of production. Now, to bring an end to this well established practice and with a policy that differentiated the departments was a real challenge for the unit heads of KFAC. The management knew that though the operation department was the heart of the organization, other functions were equally important to support it. Yet, given the situation of a sliding bottom line, top management at te corporate office thought it prudent to retain overtime only in the operations department.</p> <p>The Challenge the reaction was not unexpected at the top management levels of the corporate office though they were expecting such obvious reactionary behavior, they did not have a concrete company wide strategy to tackle the eventualities. The CEO Mr. Vaid, called a meeting of his three site heads- Mr. Goyal, Mr. Anand and Mr. Roy.</p>		

These were Mr. Vaid’s handpicked people who held the positions of Managing Directors in the three units of KFAC. They were handling KFAC’s three major plant sites within the boundary of same state yet at a distance of more than 500 miles from each other. When these sit/unit heads converged for the meeting, they expected another brain storming session with Mr. Vaid to thrash out a common strategy to address growing dissatisfaction with the new corporate policy, which apparently appeared to be jinxed even before it was implemented.

Without preamble Mr. Vaid addressed the three site heads: “let us do some plain speaking. Today are salary and wages form 21% of our gross profit. On an average it is 2,73% of our per tonnage product price. It is well known to all of you that the overtime component of our salary and wages is one of our primary cash guzzlers. Today , we are in no position to afford such luxury. Let us not debate the fairness or ethical overtones of our decision to withdraw overtime payments from non – operation functions. I offer you a challenge. Implement this decision at your respective units without ill consequences and without affecting production. You are free to adopt your individual strategies, but I will evaluate your performance on this critical issue.”

The three unit heads went back to their respective site, scratching their heads for a solution. This was a challenge for their own career and they had no option other than to act.

*Mr. Goyal’s Action:* A mechanical engineer by qualification, Mr. Goyal had been inducted into the company some ten years ago into the middle management cadre. He had proved to be a successful manager, getting regular financial raises and timely promotions. He always had an innate desire to influence people around him. He was pushy and always wanted to be one who stands out above the crowd. In departmental meetings he would argue till his point was made. His personal philosophy was- in work situation there are no friends, everyone is a competitor. Highly ambitious, Mr. Goyal was a model of self-confidence. He was one of the select few executives on the fast track growth trajectory of KFAC. Not surprisingly, within a short span of ten years he had superseded his colleagues and become Managing Director of one of KFAC’s units.

Upon his return from the crucial corporate office meeting with Mr. Vaid, Goyal convened a meeting of all heads of departments. His message was clear and short, “Gentlemen, come what may we all must withdraw overtime payments from departments other than operations.” Sadiq, head of Stores, raised a critical issue, said, “We must think how to go about it. What if the shift reliever is not on time and my man abruptly leaves the store at the strike of the clock, then there would be a major problem for operations people to access spares.....” Before Sadiq could complete his sentence, Goyal cut him short, saying, “Issue a charge sheet to the person who does

it. Indiscipline cannot be tolerated. We are going through difficult times and if people don't cooperate then it is better they look for other opportunities. As managers you need to know how to tackle your men.”

*Mr. Anand's Action:* Anand was a metallurgical engineer and had joined KFAC as a management trainee. Hard work, commitment to the task and loyalty pushed him up the ladder and he became Managing Director of one of the units when he was only 46 years old. He had a brilliant track record as a manager. When he was a junior manager, he had surprised everyone with his creative problem solving skills. A small process improvement in the briquette plant, which Anand had suggested, resulted in a cost saving of more than 6.5 lakhs per annum for KFAC. From then all his suggestions, whenever they came, were given serious consideration by top management. He had been awarded several prizes for his innovative problem solving skills. In effect he had earned the epithet of trouble shooter and other units of KFAC

Anand sent out a memo to all his employees explaining the situation in the company and the logic behind the decision to withdraw overtime payments. By the end of the day on which the memo was circulated, Anand had a steady stream of departmental heads cribbing and complaining about practical problems in implementing such a draconian measure. Anand gave his ears to all reactions and suggestions. That night he sat with the Chief of HR and had a brain storming session. Next day a memo was issued from the office of the chief of HR to all heads of department (HOD), other than operations, to redesign their work processes more efficiently so that work gets completed within working hours. The memo further went on to say that in cases of work overflow into subsequent shifts and in cases of emergency, departmental heads would be required to keep track of extra hours put in by their employees. Every week the overtime hours put in by an employee would be summed up and as soon as it accumulates to 8 hours, it would be within the power of HODs' to sanction a compensatory time off to such employees.

*Mr. Roy's Action* Jovial by nature, Roy had a pleasant disposition. Cooperative and helpful, he had a knack of becoming popular at all units he worked. He was loved and respected by his superiors, peers and subordinates. After returning from corporate office, Roy asked his Chief of HR to organize a meeting with Union leaders. He explained the situation of the domestic and international ferro alloy markets to them. In between the meeting he called in his Chief of Finance and asked him to explain to the Union leaders, with all facts and figures, now the profitability of KFAC had been declining over the past few years. Roy appealed to the Union to spread the message among workmen, that KFAC to survive, it would require that all join hands to work more efficiently and productively. After this meeting he convened another meeting of all managers and departmental heads. He categorically told them to stop granting

	<p>overtime payments to non-operations employees. Further, he told them that in case of work pressure he expected every HOD to ensure that all employees in that particular department join hands to complete the day's task. He made it clear to HODs that he also expected them to stay behind with other employees and leave the department after the day's work gets completed. He rationalized that this was one way in which throughput time for spill over work would be reduced and no individual employee would feel victimized by the new corporate policy.</p>		
	<p><b>1.</b> Citing supporting facts from the case, trace the motivations of the three managing directors of KFAC.</p>	<p><b>8</b></p>	<p><b>CO4</b></p>
	<p><b>2.</b> Which of the three managing directors, in your opinion, would motivate the employees best, and why?</p>	<p><b>7</b></p>	<p><b>CO4</b></p>
	<p><b>3.</b> What kinds of leadership styles did the three managing directors exhibit in terms of Michigan and Ohio State Studies?</p>	<p><b>8</b></p>	<p><b>CO4</b></p>
	<p><b>4.</b> Using Blake and Mouton's Managerial Grid, place the three KFAC MDs in the appropriate style quadrants, justifying your reasons for placing them so.</p>	<p><b>7</b></p>	<p><b>CO4</b></p>