


Name:	
Enrolment No:	

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

Course: Organizational Behaviour
Semester: I, **Code:HRES - 7002**
Programme: MBA- Power Management, International Business
Time: 03 hrs. **Max. Marks: 100**
Instructions:

SECTION A

S. No.	Objective Questions (2 marks each), Attempt all Questions	Marks	CO
Statement of Question			
Q1	Define a) Learning b) Motivation	2	CO1
Q2.	Organizational citizenship behavior is.....	2	CO1
Q3	i) Pallavi is confident and structured in her work , she takes the tasks to completion and strives towards goals with discipline and is cautious in her approach. Which one of the five styles of BIG five personality describes her the best. a) Conscientiousness b) Agreeableness c) Neuroticism d) Openness to experience		CO2
	e) Extraversion	1	CO2

	<p>ii) The extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having other people get along _____</p> <p>a) Need for achievement</p> <p>b) Need for affiliation</p> <p>c) Need for power</p>	1	CO1
Q4	<p>Raju always blames other factors for his failures such as god's will, bad economy or lack of luck:</p> <p>He has</p> <p>a) Internal Locus of Control</p> <p>b) External Locus of Control</p>	2	CO2
Q5.	<p>Jack likes being around people. In work he wants to get clear data while working on a task, when he takes decision he emphasis on others needs and feelings and prefers flexibility and spontaneity while performing task</p> <p>Based on the above details please answer the following</p> <p>a) Is he an extrovert or introvert</p> <p>b) Is he sensing or feeling</p> <p>c) Is he thinking or feeling</p> <p>d) Is he judging or perceiving</p>	2	CO2
Q6.	Define Attitude. Define its cognitive, behavioral and affective component.	2	CO1

<p>Q7.</p>	<p style="text-align: center;">Fill in the blanks</p>	<p>2</p>	<p>CO1</p>
<p>Q8.</p>	<p>A company Coconut makes Z phones, and tablets. It has better design than all competitors. It is priced significantly higher than the competitors. It soon becomes a status symbol.</p> <p>The competitors though have caught up and the research proves that many other competitors have the similar and better technology.</p> <p>Mr. Prajapati, looking at its design, believes that the Z phones by Coconut are the best.</p> <p>This error in judgment is called _____</p>	<p>2</p>	<p>CO3</p>
<p>Q9.</p>	<p>What is Social loafing? Give example.</p>	<p>2</p>	<p>CO1</p>
<p>Q10.</p>	<p>Give examples of Deviant Work place behavior.</p>	<p>2</p>	<p>CO1</p>
<p>SECTION B</p> <p>Answer any 4 questions. Each Question Carries 5 marks</p>			
<p>Q 1</p>	<p>Discuss the factors that influence perception?</p>	<p>5</p>	<p>CO1</p>
<p>Q2</p>	<p>How employees express their dissatisfaction from work. Categories it in to active, passive constructive and destructive.</p>	<p>5</p>	<p>CO2</p>

Q3	Discuss Hersey and Blanchard's Situational Leadership Theory.	5	CO1
Q4	Define and classify groups. What are the stages of group formation?	5	CO1
Q5	What is Conflict? What are the various ways of managing conflict.	5	CO4
SECTION-C All questions carry 15 marks each			
Instructions: Read the following passage carefully and answer the questions that follow.			
Q 1	<p>Mr. A has just taken over an auto plant that has been in turmoil for several years. There were allegations by the workers who thought that management was just a bunch of old fashion slave drivers who did not care for anything but the productivity and profits. Hearing this Mr. A immediately after a week of his joining called a meeting with the union leaders who are pressing hard to go for a strike if the attitude of Management did not change. After a long drawn discussion which continued for several days. Mr. A was able to convince the leaders and worker's that all efforts would be made to not to treat the workers merely as production tool and that it will be his responsibility to look into this matter. He also promised after consulting the management and his colleagues that there would be open house sessions quarterly where the workers and employees will be given a chance to express themselves. He in turn negotiated with the union leaders that they will not drive the worker towards strike and any sort of work destruction the workers also promise to maintain the level of production at a high level.</p> <p>Questions</p>		
a)	What is the managerial styles of Mr. A in Auto company management according to the Managerial Grid Theory of leadership also depict the managerial styles by drawing a well labelled diagram of managerial grid.	15	CO3 CO4
Q2	In an attempt to control cost and gain workforce flexibility Merimac private limited has begun using increasing numbers of temporary workers to fill jobs, especially those of a seasonal or special nature. Workers now holds temporary jobs in Merimac and many of these people are seeking full time positions. Many people recognized that their present jobs may last only a few weeks or months are referred		

	to as “the temp” by the permanent employees which make them feel isolated and insecure. Considering that there is an increase in the number of temporary workers working in Merimac.		
Q a)	How can you motivate this temporary workers ?	5	CO2
Q b)	List any five measures what could be the possible consequences of adopting such practices.	5	CO3
Q c)	How can these organizations be create a culture where both kinds of workers can be part of a team?	5	CO4
SECTION-D Attempt all Questions			

	<p>Evan, Conner, Alex, Dreke and Judy had been team members only one week, but they felt they are already working well together. Upper management at the company Advert, (medium sized Marketing firm), picked the five employees for a special project, the development of a commercial promoting 60 inch plasma flat screen Television. Especially critical because the television company was one of Advert's most important clients, and lately due to a few poor ad campaigns they needed this clients’ business. Needless to say upper management at Advert wanted the team to hit a home run with this project.</p> <p>Management didn't have any trouble picking the five employees. All the bright, talented individuals who came up with creative ideas. More important, reasoned the top managers the employees were similar on a number of characteristics. Evan, Conner, Alexis, Derek, and Judy were around the same age had worked for the company for about the same amount of time and because they all tended to be social friendly and valued getting along with others their personality seemed to mesh as well.</p> <p>To give team creative room, management allowed them as much autonomy as possible. It gave the team the freedom to see the project from start to finish, coming up with their own ideas, hiring someone to film the commercial once the Idea was in place, creating and maintaining a budget, and presenting the</p>		
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final commercial to the client. Advert's top management had already met and I showed the client that it was safe with their team.

Excited to begin work, the team decided to meet in person to discuss ideas for the commercial. Conner, who was used to leading others in his previous work groups, took the head seat at the group's table. Immediately he told the group his ideas for the commercial. "I have been thinking about this a lot since I was first told about the project", he said. "I know our client well and I think they want us to do something out of the box something that will grab people's attention".

Conner explain his idea for the commercial, which centered on a college student "loser" trying to strike a conversation to make new friends. After failed attempt throughout the day to try to make friends, he goes back to his hostel room and switches on a black and white "loser" television. Next shot the student is sitting up a 60- inch plasma television in his Dorm room while he is doing this the group of students' walks and in the final shot, the student in Dorm is watching his new television with groups of friends around him. Following his explanation Conner leaned back in his seat and folded his arms across his chest. Grinning proudly he asked "Well what do you think"?

Alex, was the first to speak " I don't know" she paused "I think it's pretty good start hesitantly" she added "the only thing that I worry about is what if our client don't like it, they pride themselves to be more sophisticated then their competitors, to them this television is both an electronic device and work of art." She quickly added "but I don't know maybe you are right that we need to do something different". Conner with a straight frown in his face asked the other group members "What is the rest of you think?".

Evan responded "Yeah I think it's a pretty good idea."

"Judy" asked Conner "I agree it has potential"

"Well everyone else seems to agree with me what do you think Derek"

Conner asked that with the other three members staring Derek paused for a moment, he had his own ideas as well and because he had worked with the client perhaps more than any of the other team members he wasn't sure about Conner's idea. Derek had pictured a commercial that placed the television in a stylish contemporary Manhattan Apartment with a couple in their 30s enjoying a classic movie a bottle of red wine on the coffee table. Feeling the heat from his teammates gazes reluctantly Derek said, "Yeah that sounds good."

"Great it's settled then beamed Conner." Will have this commercial to them in no time if we stay in at this pace."

The team worked out the commercial over the next month. Everyone got a long and the feeling of camaraderie strengthened. Once on board with Conner's Idea the team members became more confident that they would be successful so much so that they made the commercial even racier than the original idea. College students were not dressed as college students but as hipsters. They were carrying expensive gadgets with them and wearing jewelry. In the dorm room they were not just enjoying the television but also drinking. There were a few hesitations here and there, as members expressed other ideas, but each team member enjoying the groups solidarity decided that it would be better to keep the team in good spirits rather than risk losing their teams morale.

The team decided on a company to shoot the commercial and approved the actors. In a short time, they had completed the commercial. The next step was to present the commercial to the client. Conner took it upon himself to alert management that the team was ready to present the commercial.

"Impressive team is a month head of the deadline" send one of the top managers. "We have a lot riding on this, so hope it's that good. I presume everything went well then?"

Conner nodded. "Yes, very well. No problems or disagreements at all. I think we worked really well together."

The day of the presentation, everyone waited anxiously in a meeting room for their clients to arrive. Top managers took their seats in the meeting room. The three of the client's manager dressed in a professional attire walked into the meeting room and sat down quietly.

After welcoming, the clients to the presentation Conner his teammates begin the presentation, with Conner leading the way. He informed the clients that the idea had come to the team almost instantly, and that given that everyone thought it was a good idea, he was sure that their company would feel the same. Then he dimmed the lights, pressed play let the commercial run.

It did not take long for the team to realize that the commercial was not having the effect they had wanted on their clients or their managers. Clients exchanged several sideways glances with one another and the managers shifted nervously in their seats. After what seems like an eternity the

	<p>commercial, ended and the lights came back. An awkward silence filled the room. The client began murmuring between themselves</p> <p>“That was I am interesting,” said one of the clients.</p> <p>Connor replied that the idea was “out of the box” and that therefore audiences would easily remember it.</p> <p>“They will remember it alright” smirked one of the clients. She didn't turn to Adverts’ top managers and stated this is not at what we were looking for. The commercial doesn't affect our needs and doesn't portray the image that we are trying to obtain. Given that you told us that we would be in good hands my colleagues and I fear that your company will not be able to meet our goals, we appreciate the time but we will likely employee another advertising firm to film a commercial. With that she and her colleagues lefts room after meeting Adverts’ top managers. The team was disbanded. One month later Derek was at home watching television when a commercial came on. Classical music played in the background as a camera swept through a modern home, the camera slowly rose up behind the tan leather sofa seating. A couple enjoying a bottle of wine and watching a new 60 inch plasma televisions in the bottom corner of the screen in small writing was the name of one of Advert competitors. Apparently, Advert client got what they were looking for in the end but from a competitor. Direct thought that he would speak up next time he has an idea.</p>		
	Questions		
Q1	What factors contributed to the poor performance of Advert team. As a manager, what could you have done to help the team perform better?	5	CO3
Q2	According to the case the Advert team was given a relatively high degree of autonomy. How might this autonomy have contributed to the presence of groupthink?	5	CO4
Q3	Teams can be either homogenous or heterogeneous. How could you characterize the Adverts’ team and how did this affects teams creativity and performance	5	CO4
Q4	What are some group decision making techniques that could have helped reduce conformity pressures and group thing among Advert team?	5	CO4
Q5	How would you describe Conner’s leadership style why do you think with his child wasn't effective in what situation might going to be an effective leader.	10	CO4

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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2018

Course: Business Communication and Negotiation Skills

Programme: MBA International Business, Power Management

HRES 7002

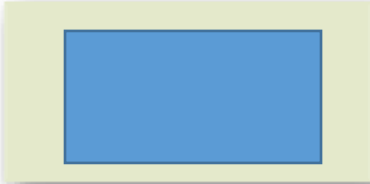
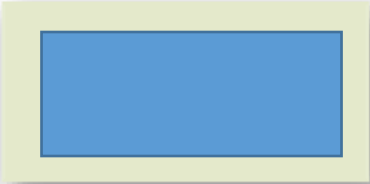
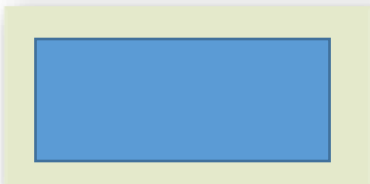
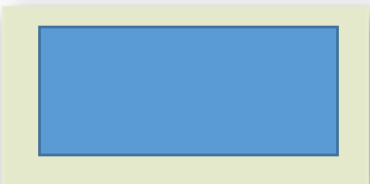
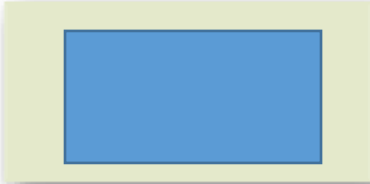
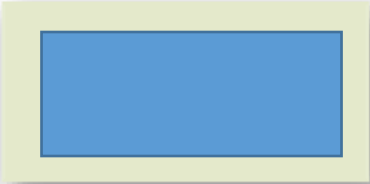
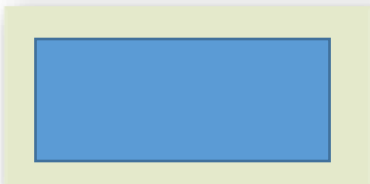
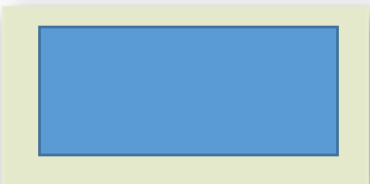
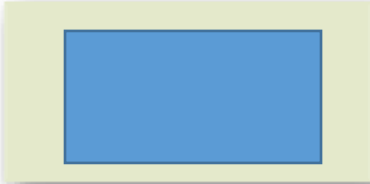
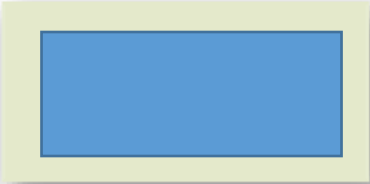
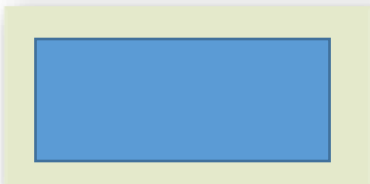
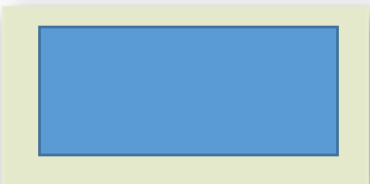
Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A

S. No.	Objective Questions (2 marks each) Attempt all Questions	M ar ks	CO
	Statement of question		
Q 1	Define a) Operant conditioning b) Reinforcement	2	CO1
Q2.	What is job satisfaction?	2	CO1
Q3.	Mohan is a trustworthy and reliable person with high Moral standards, he looks forward to help people and cooperates with his team members in various projects. Which of the the Big Five personality trait describes him the best. a) Conscientiousness b) Agreeableness c) Neuroticism d) Openness to experience e) Extraversion	2	CO2
Q4	What is internal locus of control?	2	CO1

Q5.	<p>Timothy is energized by private time and reflection he prefers hunches and imagination based on theory and imagination and approaches decision with logic and critical analysis and completes tasks with planning and setting goals.</p> <p>a) Is he an extrovert or introvert b) Is he sensing or feeling c) Is he thinking or feeling d) Is he judging or perceiving</p>	2	CO3									
Q6.	Define “ Power Distance” as per the Hofstede Cultural Dimension	2	CO1									
Q7.	What is Perception? Define	2	CO1									
Q8.	<p>Define</p> <p>a) Personality b) Attribution theory</p>	2	CO1									
Q9.	What is Punctuated-Equilibrium Model for groups (not more than 50 words)	2	CO1									
Q10.	<p style="text-align: center;">Cohesiveness</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td style="text-align: center;">High</td> <td style="text-align: center;">Low</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;">High</td> <td style="text-align: center;"></td> <td style="text-align: center;"></td> </tr> <tr> <td style="text-align: center; vertical-align: middle;">Low</td> <td style="text-align: center;"></td> <td style="text-align: center;"></td> </tr> </table> <p>Fill in the boxes</p>		High	Low	High			Low			2	CO1
	High	Low										
High												
Low												
<p>Section B</p> <p>Answer any 4 questions. Each Question Carries 5 marks</p>												
Q 1	<p>What is reinforcement? What are the different schedules and types of reinforcement. How reinforcement is used to change behavior?</p>	5	CO2									

Q2	Discuss Kotter's Distinctions Between Management and Leadership,	5	CO2
Q3	Write short notes on a) The Managerial Grid b) Scandinavian Studies for Developmet Oriented Leader	5	CO1
Q4	Discuss the five-stage model of group development.	5	CO1
Q5	Discuss 1. Herzberg Two factor Theory for Motivation 2. Path Goal Theory of Motivation	5	CO1
Section C All questions carry 15 marks each			
Q 1	Geeta CEO of United Airlines wanted to save company from going towards bankruptcy as it was making continued losses. She travelled around the country and talked to her employees to get their suggestions on what was required to help the company recover from bankruptcy. One of her goals in in these talks was to get employees to think about solving problems rather than blaming others for what wrong with the company. They could ask any questions or give suggestions as long as they did not blame their colleagues or supervisors unions or management for the Airlines plight. Based on the suggestions and opinions she cut the workforce, convinced employee for wage concessions and instituted a bonus system that provides the employees for achieving the companies goals for on time departures. As a result the customer service ratings went up when they were able to recover from the losses in order to appreciate employee behavior regarding productivity and customer service the company came up with a new in incentive system under which employees were paid a bonus of 26 million after the company exceeded its goals. With reference to Kurt Lewin in 3 steps change process answer the following questions	15	
Qa)	Identify the driving force in the above case	5	CO2
Qb)	Identify the three steps of change process justify your answer writing relevant details from the facts given in the case.	10	CO2
Q2	In ten years, Plant World had grown from a one-person venture into the largest	7+ 8	CO4

nursery and landscaping business in its area. Its founder, Myta Ong, combined a lifelong interest in plants with a botany degree to provide a unique customer service. Ong had managed the company's growth so that even with twenty full-time employees working in six to eight crews, the organization culture was still as open, friendly, and personal as it had been when her only "employees" were friends who would volunteer to help her move a heavy tree.

To maintain that atmosphere, Ong involved herself increasingly with people and less with plants as the company grew. With hundreds of customers and scores of jobs at any one time, she could no longer say without hesitation whether she had a dozen arborvitae bushes in stock or when Mrs. Carnack's estate would need a new load of bark mulch. But she knew when Rose had been up all night with her baby, when Gary was likely to be late because he had driven to see his sick father over the weekend, and how to deal with Ellen when she was depressed because of her boyfriend's behavior. She kept track of the birthdays of every employee and even those of his or her children. She was up every morning by five-thirty arranging schedules so that John could get his son out of daycare at four o'clock and Martina could be back in town for her afternoon high school equivalency classes.

Paying all this attention to employees may have led Ong to make a single bad business decision that almost destroyed the company. She provided extensive landscaping to a new mall on credit, and when the mall never opened and its owners went bankrupt, Plant World found itself in deep trouble. The company had virtually no cash and had to pay off the bills for the mall plants, most of which were not even salvageable.

One Friday, Ong called a meeting with her employees and leveled with them: either they would not get paid for a month or Plant World would fold. The news

hit the employees hard. Many counted on the Friday paycheck to buy groceries for the week. The local unemployment rate was low, however, and they knew they could find other jobs.

But as they looked around, they wondered whether they could ever find this kind of job. Sure, the pay was not the greatest, but the tears in the eyes of some workers were not over pay or personal hardship; they were for Ong, her dream, and her difficulties. They never thought of her as the boss or called her anything but "Myta." And leaving the group would not be just a matter of saying good-bye to fellow employees. If Bernice left, the company softball team would lose its best pitcher, and the Sunday game was the height of everyone's week. Where else would they find people who spent much of the weekend working on the best puns with which to assail one another on Monday morning? At how many offices would everyone show up twenty minutes before starting time just to catch up with friends on other crews? What other boss would really understand when you simply said, "I don't have a doctor's appointment, I just need the afternoon off"? Ong gave her employees the weekend to think over their decision: whether to take their pay and look for another job or to dig into their savings and go on working. Knowing it would be hard for them to quit, she told them they did not have to face her on Monday; if they did not show up, she would send them their checks. But when she arrived at seven-forty Monday morning, she found the entire group already there, ready to work even harder to pull the company through. They were even trying to top one another with puns about being "mall-contents."

	<p>Case Questions</p> <p>a) How would you describe the organization culture at Plant World?</p> <p>b) How large can such a company get before it needs to change its culture and structure?</p>		
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Section D			
Attempt all Questions			

	<p>Tony Stark had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Tony had worked for the previous ten years for the O’Grady Company, but O’Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony’s, to cut costs. Fortunately, Tony’s experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece.</p> <p>At O’Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases.</p> <p>Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate Culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn’t know about something, it was easy to find out.</p> <p>The people had been another plus. Tony and three other managers went to lunch</p>		
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	<p>often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work.</p> <p>When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O’Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises.</p> <p>As Tony drove, he reflected that "comparable" probably was the wrong word. Indeed, Reece and O’Grady were about as different as you could get. Top managers at Reece apparently didn’t worry too much about who did a good job and who didn’t. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games.</p> <p>Maybe this stemmed from the organization itself, Tony pondered. Reece was a bigger organization than O’Grady and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority.</p> <p>Tony also had had some problems fitting in. His peers treated him with polite indifference. He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that very Saturday.</p> <p>It was at that point that Tony had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into</p>		
Q1	Identify several concepts and characteristics from the field of organizational behavior that this case illustrates.	10	CO3

Q2	What advice can you give Tony? How would this advice be supported or tempered by behavioral concepts and processes?	10	CO4
Q3	Is it possible to find an "ideal" place to work? Explain.	10	CO4