

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, June 2020

Course: Political Behaviour and Impression Management

Semester: VI

HRES3008

Programme: BBA (Core)

Time: 03 Hours

Max. Marks: 100

Instructions: All Questions are compulsory

SECTION A (30 Marks)

| S. No. | | Marks | CO |
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| Q 1 | The power tactic of _____ involves using warnings, repeated demands, and threats. a. pressure b. exchange c. personal appeal d. consultation | 5 | CO 1 |
| Q 2 | _____ involves relying on one's authority position or stressing that a request is in accordance with organizational policies or rules. a. Consultation b. Rational persuasion c. Exchange d. Legitimacy | 5 | CO 1 |
| Q 3 | The power tactic of _____ involves developing emotional commitment by appealing to a target's values, needs, hopes, and aspirations. a. legitimacy b. rational persuasion c. inspirational appeal d. consultation | 5 | CO 1 |
| Q 4 | If something is plentiful, possession of it will not increase your power. A resource need to be perceived as _____ to create dependency. a. nonsubstitutable b. scarce c. important d. coercive | 5 | CO 1 |
| Q 5 | To know about politically motivated behavior, we have to make judgments about other people's intentions based on: a. Their observed behavior. b. The context surrounding that behavior. c. Your understanding of what they want to achieve. d. All of the above e. None of the above | 5 | CO 1 |
| Q 6 | Following are the factors that determine the degree to which a person would engage in organizational politics, except a. Motivation | | |

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| | b. Skills c. Personality d. Behaviour | 5 | CO 1 |
| SECTION B (50 Marks) | | | |
| Q 7 | In what way do candidates for political party have to be, high self-monitors? | 10 | CO2 |
| Q 8 | Would you be willing to place a phrase like “skilled at organizational politics” in the skills and accomplishment section of your resume? Why or why not? | 10 | CO2 |
| Q 9 | What can you do to enhance your power base? | 10 | CO2 |
| Q10 | Give two examples of the law of reciprocity from your own experience | 10 | CO2 |
| Q11 | Identify two influence tactics, which you regard as unethical. Explain your reasoning. Or What are the various bases of power in any organization? | 10 | CO2 |
| SECTION - C (20 Marks) | | | |
| Fighting Back | | | |
| | <p>One of the areas in which organizations are finding power to be an extremely important consideration in today’s knowledge management is the protection of intellectual property, specifically patent protection. When a firm secures a patent, it gains knowledge power over the marketplace. However, if this patent cannot be defended against violators, it has little value. A good example of a patent protection battle is that of Fusion Systems, a small, high-tech American firm, and Mitsubishi, the giant Japanese conglomerate. Several years ago, Fusion developed a core technology that allowed it to manufacture high-intensity ultraviolet lamps powered by 500 to 6,000 watts of microwave energy. The company obtained patents in the United States, Europe, and Japan. One of its first big orders came from the Adolph Coors Company for lamp systems to dry the printed decoration on beer cans. Other customers included Hitachi, IBM, 3M, Motorola, Sumitomo, Toshiba, NEC, and Mitsubishi. The last purchased Fusion’s lamp system and immediately sent it to the research and development lab to be reverse engineered. Once Mitsubishi had stripped down the product, it began filing patent applications that copied and surrounded Fusion’s high-intensity microwave lamp technology. Fusion was unaware of what was going on until it began investigating and found that Mitsubishi had filed nearly 300 patent applications directly related to its own lamp technology. When Fusion tried to settle the matter through direct negotiations, the firm was unsuccessful. In addition, Mitsubishi hired the Stanford Research Institute to study the matter and the Institute concluded that the Japanese company’s position was solid. However, the chairperson of the applied physics department at Columbia University, who was hired by Fusion, disagreed and—after reviewing the patent materials from both companies—concluded that Mitsubishi had relied heavily on technology developed at Fusion and that Mitsubishi’s lamp represented no significant additional breakthrough. Mitsubishi then offered Fusion a deal: Mitsubishi would not sue Fusion for patent infringement if Fusion would pay Mitsubishi a royalty for the privilege of using “its” patents in Japan. Mitsubishi would then get a royalty-free, worldwide cross-license of all of Fusion’s technology. Fusion responded by going to the Office of the U.S. Trade Representative and getting help. The company also found a sympathetic ear from the Senate Finance Committee and the House Republican Task Force on Technology Transfer, as well as from the secretary of commerce and the American ambassador to Japan. As the dispute was dragged through the courts, Mitsubishi began to give ground in the face of political pressure. At the same time, Fusion continued to develop innovations in its core field of expertise and remains the leader in both Japanese and</p> | | |

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| | worldwide markets. The company believes that as long as it maintains the exclusive rights to this technology, competitors will not be able to erode its market power. | | |
| Q 12 | Write a brief synopsis of the case | 5 | CO3 |
| Q13 | What type of power does a patent provide to a company? Is this the same kind of power that people within a firm attempt to gain? | 5 | CO3 |
| Q 14 | What types of political strategies has Mitsubishi used to try to gain power over Fusion? | 5 | CO3 |
| Q 15 | How has Fusion managed to retaliate successfully? Identify and describe three tactics it has employed. | 5 | CO3 |