

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December, 2021

Course: MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOR

Semester: I

Programme: MBA(IB)

Course Code: HRES7016

Time: 03 hrs.

Max. Marks: 100

Instructions:

- 1. All sections are compulsory.**
- 2. This question paper contains 3 printed pages**

SECTION A
(2 x 10 = 20 Marks)
Answer in True/ False Only

S. No.		Marks	CO
Q-1	In the bureaucratic model of management, the focus is on rules and regulations, and order.	2	CO1
Q-2	In organizations people work to achieve the common goals, but people have individual goals and objectives	2	CO2
Q-3	Change in behavior without experience may also be learning	2	CO3
Q-4	If the element of distinctiveness in someone's behavior is high, the attribution to this behavior would be internal.	2	CO1
Q-5	In MBTI personality framework, "extroversion and introversion" is about source of psychological energy	2	CO1
Q-6	Motivation is a result of tension created due to non-satisfaction of individual needs	2	CO2
Q-7	Authoritative leadership is best suited when the subordinates have both ability and willingness to work	2	CO1
Q-8	Feeling of equity, when output input ratio of an individual is same as others, is a source of motivation	2	CO2
Q-9	Conflict is bad for organizations since it leads to low performance. Hence conflict must be avoided in all situations.	2	CO3
Q-10	Trait theory of leadership says that people who do not have leadership traits can acquire these traits.	2	CO2

SECTION B (4 x 5 = 20 Marks)
Attempt ALL FOUR Questions

Q-11	Briefly explain the Scientific Theory of Management given by F. W. Taylor. What are the practical applications of this theory? What are the criticism of this theory?	5	CO1
Q-12	Describe the leadership matrix. Under what circumstances the five extreme leadership styles mentioned in the leadership matrix are successful? Discuss.	5	CO2

Q-13	Absence of motivation does not necessarily mean demotivation, and absence of demotivation does not necessarily mean motivation. Justify the above statement citing theoretical framework (two factor theory of motivation). What are the practical implication of this model?	5	CO3
Q-14	What are the several biases in perception? Explain how these biases may distort our perception about others? What are the several methods to remove these biases?	5	CO4
SECTION-C (3 x 10=30) Attempt All THREE QUESTIONS			
Q-15	Rajeev has recently joined a multinational company over the last couple of months as a team leader. Since Rajeev is a social person, very soon he was able to win the trust and confidence of his team mates. There is mutual trust, respect, faith and confidence between Rajeev and his team mates. In this team, the members are specialized in their work, and people cannot change roles as task performed by everyone is very specific. The HR policy of the company says that, recruitment, selection, rewards, recognition, punishment etc awarded to people will be done by HR Dept. Team leader will have no role to play. Using Fielder's Contingency Model, advice Rajeev on his leadership style. Explain the model and its limitations	10	CO3
Q-16	What are the different conflict handling intentions? Explain in which situations a person will use which conflict handling intention. Discuss the role of levels of conflict on performance of a team.	10	CO2
Q-17	What is equity theory of motivation? Explain the equity theory citing relevant practical examples. OR There is so much literature on how to motivate others. There are so many theories, models, and lot of research has been conducted on how to motivate others. Still, managers in organizations struggle to motivate others. No theory is found to be suitable in all situations. Discuss how to motivate others? What do you think are the real causing factors of motivation?	10	CO3
SECTION-D			
Q-18	Case Study Sujit Bhattacharyya (Bhola) had been an exceptionally bright student throughout his studies at IIT-Kharagpur. He devoted four years in pursuit of academic excellence. He had very few friends. Few peers liked him, but he was the darling of all his professors. Bhola joined TELCO from the campus as production supervisor in charge of vehicle assembly. Bhola used to manage shop floor operations consisting of truck assembly and in a shift 30-33 operator used to report to him. The IQ level of a typical operator could be compared to that of a class VIII student, but years of experience had made them confident about their job.	15+15 = 30	CO4

The operators, by virtue of doing the same job for so many years, had developed a highly robotic style of functioning and were highly resistant to change. The trade union was powerful and exercised a lot of leverage with the management, to secure incentives and overtime payment, which were fixed at a uniform rate across the departments.

Nilesh was an operator in charge of front axle assembly. The number of trucks that rolled out of the factory was equal to the number of axles assembled. Thus, Nilesh was looking after a highly sensitive assembly operation. Nilesh, lately, had lost a lot of money in the stock market, had frequent quarrels with his wife and many times used to come drunk to the shop floor. His abrasive behavior had caused a lot of worry to Bhola. Nilesh also started absenting himself from duty and became casual in his approach. Subsequently, Nilesh was transferred to the quality control department to reduce his physical workload. Bhola found it very difficult to find a suitable replacement for Nilesh in the assembly area. He had to frequently interchange workers who were unable to cope with the high pressure work at the axle assembly. They deliberately started going slow, and thereby, affected productivity. Bhola did his best to pinpoint the problem. He was under tremendous pressure from the top to increase productivity to previous levels.

The workers started demanding additional incentives and overtime payments. The management, on the other hand, was opposed to any change in the incentive structure. Bhola was helpless. He tried his best and at times did the work himself. The workers, sensing that Bhola had little control over them, became more aggressive and further slowed their work. Bhola suffered an emotional breakdown and had to stay away from work for two months.

1. Apply your understanding of incentive – motivation – performance relationship, and discuss how Bhola must act.
2. Advise Bhola on his leadership style given the situation in hand. The objective here must be to enhance the performance of team members, and acceptance of Bhola as the team leader.

*****End of the paper*****