

Roll No: -----



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2018

Program: BBA-DM

Subject (Course): ORGANISATIONAL BEHAVIOUR

Course Code : HRES7002

No. of page/s: 3

Semester – III

Max. Marks : 100

Duration : 3 Hrs

SECTION A

S. No.		Marks	CO
		20	
Q 1	Statement of question		
a.	What do you understand by the term- Learning?	04	CO2
b.	List down the importance of psychometric testing with examples.	04	CO2
c.	Discuss the characteristics of a charismatic leader	04	CO4
d.	Describe the term-“Conflict”	04	CO3
e.	Explain the concept of Change management	04	CO3

SECTION B

Q 2	Statement of question	Marks	CO
		20	
a.	Discuss the five stages of group formation.	10	CO3
b.	Define Organization Culture. Explain the importance of culture in shaping up the behavior of employees.	10	CO4

SECTION-C

Q 3	Statement of question	Marks	CO
		30	
a.	Imagine yourself working with an organization. Describe how your understanding of Organizational Behaviour can help you in attaining growth in your career.	15	CO1
b.	Do you think that the Leadership theories discussed in the class are still relevant? How can the present day employee be motivated to give their best performance? Which leadership theory would you like to suggest to improve the performance of employees?	15	CO4

SECTION-D

Q 4 Statement of question Marks
30

CO

More than a Paycheck

Lemuel Greene was a trainer for National Home Manufacturers, a large builder of prefabricated homes. National Home had hired Greene fresh from graduate school with a master's degree in English. At first, the company put him to work writing and revising company brochures and helping with the most important correspondence at the senior level. But soon, both Greene and senior management officials began to notice how well he worked with executives on their writing, how he made them feel more confident about it, and how, after working with an executive on a report, the executive often was much more eager to take on the next writing task.

So National Home moved Greene into its prestigious training department. The company's trainers worked with thousands of supervisors, managers, and executives, helping them learn everything from new computer languages to time management skills to how to get the most out of the workers on the plant floor, many of whom were unmotivated high school dropouts. Soon Greene was spending all his time giving short seminars on executive writing as well as coaching his students to perfect their memos and letters

CO4

Greene's move into training meant a big increase in salary, and when he started working exclusively with the company's top brass, it seemed as though he got a bonus every month. Greene's supervisor, Mirela Albert, knew he was making more than many executives who had been with the company three times as long, and probably twice as much as any of his graduate school classmates who concentrated in English. Yet in her biweekly meetings with him, she could tell that Greene wasn't happy.

When Albert asked him about it, Greene replied that he was in a bit of a rut. He had to keep saying the same things over and over in his seminars, and business memos weren't as interesting as the literature he had been trained on. But then, after trailing off for a moment, he blurted out, "They don't need me!" Since the memos filtering down through the company were now flawlessly polished, and the annual report was 20 percent shorter but said everything it needed to, Greene's desire to be needed was not fulfilled.

The next week, Greene came to Albert with a proposal: What if he started holding classes for some of the floor workers, many of whom had no future within or outside the company because many could write nothing but their own names? Albert took the idea to her superiors. They told her that they wouldn't oppose it, but Greene couldn't possibly keep drawing such a high salary if he worked with people whose contribution to the company was compensated at minimum wage.

Greene agreed to a reduced salary and began offering English classes on the factory floor, which were billed by management (who hoped to avoid a wage hike that year) as an added benefit of the job. At first only two or three workers showed up—and they, Greene believed, only wanted an excuse to get away from the nailing guns for awhile. But gradually word got around that Greene was serious about what he was doing and didn't treat the workers like kids in a remedial class.

At the end of the year, Greene got a bonus from a new source: the vice president in charge of production. Although Greene's course took workers off the job for a couple of hours a week, productivity had actually improved since his course began, employee turnover had dropped, and for the first time in over a year, some of the floor workers had begun to apply for supervisory positions. Greene was pleased with the bonus, but when Albert saw him grinning as he walked around the building, she knew he wasn't thinking about his bank account.

Answer the following questions:

- a. **Which motivation theory would explain why Lemuel Greene was unhappy despite his high income? Identify the factors which could motivate an employee and give him satisfaction. Explain in detail.** 20
- b. **Lemuel Greene seems to have drifted into being a teacher. Given his needs and motivations, do you think teaching is an appropriate profession for him. Can extrinsic or intrinsic incentives motivate him? Justify your answer.** 10

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SECTION A

S. No.		Marks 20	CO
Q 1	Statement of question		
a.	Describe the various components used in OB model.	04	CO1
b.	List down the importance of psychometric testing with examples.	04	CO2
c.	Discuss the characteristics of Transformational Leadership.	04	CO3
d.	Describe the major personality attribute- Narcissism.	04	CO2
e.	What do you understand by term–Organisational Behaviour?	04	CO1

SECTION B

Q 2	Statement of question	Marks 20	CO
a.	Define the term-Conflict, also discuss various conflict management techniques.	10	CO2
b.	Explain the managerial grid of Leadership with examples	10	CO4

SECTION-C

Q 3	Statement of question	Marks 30	CO
a.	Is Maslow Need hierarchy relevant theory in the context of today's knowledge driven workforce. What aspects of the theory you can directly apply for an organization. Justify with examples.	15	CO4
b.	Mention one situation from your real life where your group has not been able to perform as per expectations. What according to you were the reasons of non-performance. What corrective actions do you recommend if the same activity is done again.	15	CO3

SECTION-D

Q4 Statement of question

Marks
2*15=
30 CO

Surviving Plant World's Hard Times

In ten years, Plant World had grown from a one-person venture into the largest 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 their 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."

Case Questions

- i.** How would you describe the organization culture at Plant World? Highlight the importance of organization culture in shaping the behaviour of its employees.

- ii.** How large can such a company get before it needs to change its culture and structure? Does every company follow uniformity? How is culture created? Explain