

Roll No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

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Programme: BBA-LLB-Sz-IT

Course Name: Organization Behavior

Course Code: CLNL1029

No. of page/s:6

Semester – II

Max. Marks : 100

Duration : 3 Hrs

Section – A (20 Marks) Each question is 1 mark each.

All the questions are compulsory.

1. Authority and responsibility areto each other
 - a) Supplementary
 - b) Complementary
 - c) Contradictory
 - d) Inconsistent
2. “Hawthorne experiment” which was a real beginning of applied research in OB was conducted by
 - a. Elton Mayo
 - b. Henry Fayol
 - c. F.W. Taylor
 - d. Max Weber
3. . Which organization theory can be understood by IF and THEN relationship
 - a. System approach
 - b. Contingency
 - c. Process approach
 - d. Scientific approach
4. -----is a relatively permanent change in behavior that occurs as a result of experience
 - a. Behavior modification
 - b. Learning
 - c. Motivation
 - d. Skills
5. What do we call it when we judge someone on the basis of our perception?
 - a. Stereotyping
 - b. Categorizing
 - c. Halo effect
 - d. Prototyping
6. Sobha is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her.

What perceptual shortcut is Sobha most likely using?

- a. Contrast effect
- b. Halo effect
- c. Stereotyping
- d. Projection

7. Sathish has a low absenteeism rate. He takes responsibility for his health and has good health habits. He is likely to have a(an):

- a. Internal locus of control
- b. External locus of control
- c. Core locus of control
- d. High emotional stability level

8 Which of the following leadership behaviours are identified by the path-goal theory?

- a. Supportive, employee-oriented, laissez-faire and participative
- b. Achievement-oriented, supportive, humanistic, and directive
- c. Participative, achievement-oriented, directive, and supportive
- d. Directive, participative, supportive, and laissez-faire

9. In Maslow's hierarchy needs which of the following pair of needs is ranked as "lower order needs"?

- a. Physiological and safety needs
- b. Physiological and social need
- c. Self actualization and safety needs
- d. Social and esteem needs

10. If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behaviour shows _____.

- a. Consensus
- b. Similarity
- c. Reliability
- d. Consistency

11. A threatened strike action by a labour union to force the management to accept their demands is an example of which of the following power?

- a. Referent power
- b. legitimate power
- c. Reward power
- d. Coercive power

12. Mr. Dirash has a job which pays an excellent salary. He has a good relationship with his peers and his supervisors. He also likes the fact that the company policy fits well with what he personally believes, and that he has received considerable recognition for his achievements at the company. Which of these factors is 'MOST likely' responsible for the fact that Dirash loves his job?

- a. High compensation
- b. Good nature of peer relationships
- c. Good nature of supervisor relationships
- d. Recognition for his achievement

13. Determining how tasks are to be grouped is part of which management function?

- a. Planning
- c. Controlling

- b. Leading
- d. organizing

14. As a manager, one of James's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is James acting in when he does this?

- a. leadership role
- c. monitor role
- b. liaison role
- d. figurehead role

15. Mr. Balu is late for work each day by about ten minutes. How would attribution theory describe this behaviour?

- a. It shows consensus.
- c. It shows reliability.
- b. It shows similarity.
- d. It shows consistency

16.is discretionary behaviour that is not part of an employee's formal job requirement, but that promotes the effective functioning of the organization.

- a. Productivity
- c. Organizational citizenship
- b. Motivation
- d. Organizational behavior

17. What role did the meat play in Pavlov's experiment with dogs?

- a. an unconditioned response
- c. a conditioned response
- b. a conditioned stimulus
- d. an unconditioned stimulus

18.is the tendency of individual, which directs them to be inward and process ideas and thought within themselves

- a. extroversion
- c. internal locus of control
- b. Introversion
- d. external locus of control

19. Under ERG theory, "R" stands for-----

- a. Rationality
- c. Remuneration
- b. Responsibility
- d. Relatedness

20. ----- refers to the basic changes in the content and responsibilities of job so as to satisfy higher motivational needs

- a. Job enrichment
- c. Work relocation
- b. Job enlargement
- d. Process consultation

Section B

Please answer any 4 questions
Each question carries 5 marks

- Q1. Discuss the Lewin's Three-Step Change Model.
- Q2. Discuss the various sources of individual power.
- Q3. What are the different types of organizational politics. What are the incidental conditions of organizational politics.
- Q4. What are the different stages of conflict in an organization
- Q5. What are groups? What are the various formal and informal groups.

Section C

Please answer any two questions
Each question carries 15 marks

- Q1. Is there a difference between Leader and Manager? Describe Kotter's Distinctions between Management and Leadership? What are your views about the distinction?
- Q2. Discuss following theories of Leadership: (5 x3)
 - a) The leadership management Grid
 - b) Behavioral theory of Leadership
 - c) Scandinavian Studies
- Q3..Discuss following theories of Leadership: (7.5 x2)
 - a) Situational Leadership Theory (SLT)
 - b) Fiedler's Contingency Model

Section D

Please answer the questions
Each question carries 10 marks each

José has been appointed chair of a steering task force to design the primary product line for a new joint venture between companies from Japan, the United States, and South America. The new joint venture company will make, sell, and service pet accessories mostly dogs and cats. One month earlier, each company had assigned personnel to the task force:

- From the Japanese company, Furuay Masahiko from Yokohama, assistant to the president of the Japanese company; Hamada Isao from Tokyo, director of marketing from its technology group; and Noto Takeshi from Tokyo, assistant director of its financial management department.
- From the United States company, Thomas Boone from Chicago, the top purchasing manager from its lumber and forest lands group; Richard Maret from Buffalo, the co-director of the company's information systems group; and Billy Bob "Tex" Johnson from Arizona, the former CEO, now retired and a consultant for the company.
- From the South American company, Mariana Preus from Argentina, the head of product design for that company's specialty animal products group; Hector Bonilla from their Mexico City division, an expert in automated systems design for wood products; and Mauricio Gomes, in charge of design and construction for the plant, which will be located in southern Chile to take advantage of the vast forest there.

These members were chosen for their expertise in various areas and were taking valuable time away from their normal assignments to participate in the joint venture.

As chair of the task force, José had scheduled an initial meeting for 10:00 A.M. José started the meeting by reviewing the history of the development of the joint venture and how the three company presidents had decided to create it. Then, José reviewed the market for the new high-end, designer pet coffins, stressing that this task force was to develop the initial design parameters for the new product to meet increasing demand around the world. He then opened the meeting for comments and suggestions.

Mariana Preus spoke first: "In my opinion, the current designs that we have in production in our Argentina plant are just fine. They are topnotch designs, using the latest technology for processing. They use the best material available and they should sell great. I don't see why we have to design a whole new product line." Noto Takeshi agreed and urged the committee to recommend that the current designs were good enough and should be immediately incorporated into the plans for the new manufacturing plant. José interrupted the discussion: "Look, the council of presidents put this joint venture together to completely revolutionize the product and its manufacture based on solid evidence and industry data. We are to redesign the product and its manufacturing systems. That is our job, so let's get started." José knew that the presidents had considered using existing designs but had rejected the idea because the designs were too old and not easily manufacturable at costs low enough to make a significant impact on the market. He told the group this and reminded them that the purpose of the committee was to design a new product.

The members then began discussing possible new design elements, but the discussion always returned to the benefits of using the existing designs. Finally, Tex spoke up: "I think we ought to do what Mariana suggested earlier. It makes no sense to me to design new accessories when the existing designs are good enough to do the job." The others nodded their heads in agreement. José again reminded them of the task force's purpose and said such a recommendation would not be well received by the council of presidents. Nevertheless, the group insisted that José write a

memo to the council of presidents with the recommendation to use existing designs and to begin immediately to design the plant and the manufacturing system. The meeting adjourned and the members headed to the golf course at 10:45 A.M.

José returned to his computer and started to write the memo, but he knew it would anger the presidents. He hoped he would not be held responsible for the actions of the task force, even though he was its chair. He wondered what had gone wrong and what he could have done to prevent it.

Case Questions

Q1. Which characteristics of group behavior can you identify in this case?

Q2. How did the diverse nature of the group affect the committee's actions?

Q3. If you were in Jose's position, what would you have done differently? What would you do now?