

Name:
Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2019

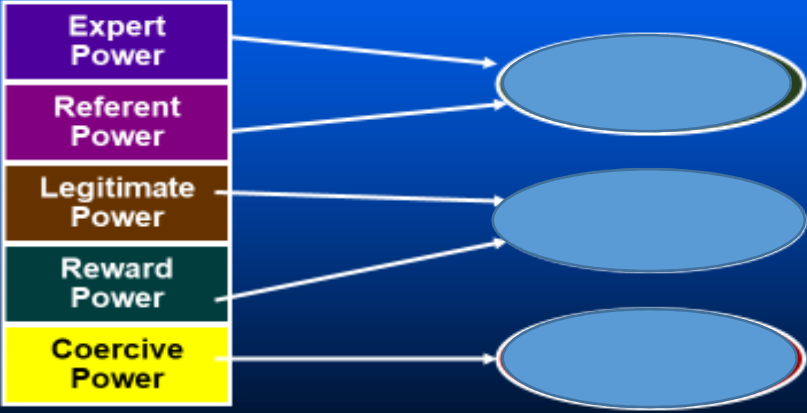
Course: Organization Behavior
Program: MBA IB
course code: HRES 7002

Semester: I
Time: 03 Hours
Max. Marks: 100

SECTION A
Attempt all Questions

		Marks
Q 1	We tend to pay more attention to environmental stimuli which are: a) Novel b) Bright c) Moving d) All of the above	2
Q2	The first stage in the perception process involves: a) Stimulus and response b) Attention and logic c) Selection and logic d) Attention and meaning e) All of the above f) None of the above	2
Q3.	According to Herzberg, which of the following may be regarded as hygiene /maintenance factors: a) Salary b) Company policy c) Working Conditions d) All of the above	2
Q4	In the Tuckman model, groups at the _____ stage develop guidelines and standards of acceptable behavior a) Forming b) Storming c) Norming d) Adjourning	2

Q5.	<p>What are four main styles of Leadership displayed by the manager which identified in Tannenbaum and Schmidt's continuum of possible leadership.</p> <p>a) Commands ,sells ,consults and resist b) Commands, helps, joins and leads c) Tells, helps, join and leads d) Tells, sells, consults and joins.</p>	2
2Q6.	<p>Referent Power is based on the subordinate's perception that the leader has a right to exercise influence because of the leaders's _____</p> <p>a) Expertise and Knowledge b) Role or position within the organization c) Personal Charisma d) All of the above e) None of the above f)</p>	2
Q7.	<p>Which of the following statements is not an assumption of a manager who might adopt a Theory X style of Management?</p> <p>a) The intellectual potential of an average person is only partially utilized b) The average person is lazy and ahs an inherent dislike of work c) The average person avoids responsibility d) People must be threatened with punishment if organization is to meet its objectives.</p>	2
Q8.	<p>In Blake and Mouton Leadership grid, which management style has a low concern for people but a high concern for production?</p> <p>a) Middle of the road b) Country – Club c) Impoverished d) Authority - Compliant</p>	2
Q9.	<p>Mary is so well-liked that people will do anything she says. What is the kind of power Mary has?</p>	2
Q10.	<p>Charles feels uncomfortable because, although he thinks of himself as an honest person, he lied to his friend Richard. He tells himself that he lied for the benefit of every one. This kind of equilibrium received in behavior is known as _____.</p>	2
<p>SECTION B Attempt any Four Questions</p>		
Q 1	<p>What are the common attitudes that a person can hold in job. What are responses to job dissatisfaction?</p>	5

<p>Q2</p>	<div style="text-align: center;"> <h2 style="color: white;">Consequences of Power</h2> <div style="display: flex; justify-content: space-around; border-bottom: 1px solid white; margin-bottom: 10px;"> Sources of Power Consequences of Power </div>  </div>	<p>5</p>
	<p>What are the consequences of mentioned power in organizations? List some types of political behaviors in organizations.</p>	
<p>Q3.</p>	<p>Explain the expectancy theory. Give examples</p>	<p>5</p>
<p>Q4.</p>	<p>What is the relationship between Relationship between Group Cohesiveness, Performance Norms, and Productivity?</p>	<p>5</p>
<p>Q5.</p>	<p>Discuss some of the group decision-making techniques. What is social loafing and group think?</p>	<p>5</p>
<p>SECTION-C Attempt following questions</p>		
<p>Q1 .</p>	<p>Discuss the Least Preferred Co- Worker in Fielder’s Contingency Theory. Discuss the three dimensions of situational favorableness.</p>	<p>15</p>
<p>Q2.</p>	<p>Describe the Job Characteristic Model. How are jobs grouped? What are the advantages and disadvantages of respective grouping?</p>	<p>15</p>

SECTION-D
Attempt Questions following the cases

Q1.	<p>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.</p> <p>With reference to Kurt Lewin in 3 steps change process answer the following questions</p>	
Q1	Identify the driving force in the above case	
Q2	Identify the three steps of change process justify your answer writing relevant details from the facts given in the case.	
	<p>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.</p> <p>To maintain that atmosphere, Ong involved herself increasingly with people and</p>	

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,

	<p>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> <p>Case Question</p>	
	<p>a) How would you describe the organization culture at Plant World?</p>	<p>5</p>
	<p>b) How large can such a company get before it needs to change its culture and structure?</p>	<p>10</p>