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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2017

Program: Bcom LLB

Subject (Course): Organization Behaviour

Course Code : BBCH102

No. of page/s:

Semester – 3

Max. Marks : 100

Duration : 3 Hrs

Section A

Objective type Questions 2 marks each

1. The Job Characteristics Model excludes :
 1. Skill Variety
 2. Task Significance
 3. Job Rotation
 4. Autonomy

2. Directions of Communication includes :
 1. Downward
 2. Upward
 3. Lateral
 4. Horizontal
 5. Vertical
 6. All of the Above

3. Trust is very sensitive thing, explain the Nature of Trust.

4. Mention in points The Power Tactics.

5. We all get into conflicts in our lives some point, Explain the types of conflicts we as professionals might face.

6. "Teams Negotiate better than Individuals in collective cultures." Based on negotiation mention The Process.

7. Give one word to each

- On what basis will jobs be grouped together?
- How many individuals can a managers efficiently and effectively direct?

8. Define Organization Culture?

9. Mention points to create an Ethical Organizational Culture.

10. What can be the Consequences of stress on our lives?

Section B- 4 Short answer type Conceptual questions

5 marks each

1. Stress is inevitable, kindly mention the model of stress with the consequences.
2. Kurt Lewin argued that successful change in organization should follow three steps, please write all three explaining them briefly.
3. The conflict process includes 5 stages, what are those? Mention them briefly.
4. What are the characteristics of Transactional and Transformational leaders?

Section C- 4 Analytical questions

5 marks each



1. There are many ways to build teams, it is expected that people learn to work vertically, horizontally across levels, drumming is one of the ways to build teams, Kindly share your understanding on Team Effectiveness model.

2. As a Team member you always have a role to play, share the different roles briefly.



Keeping Communication on mind,

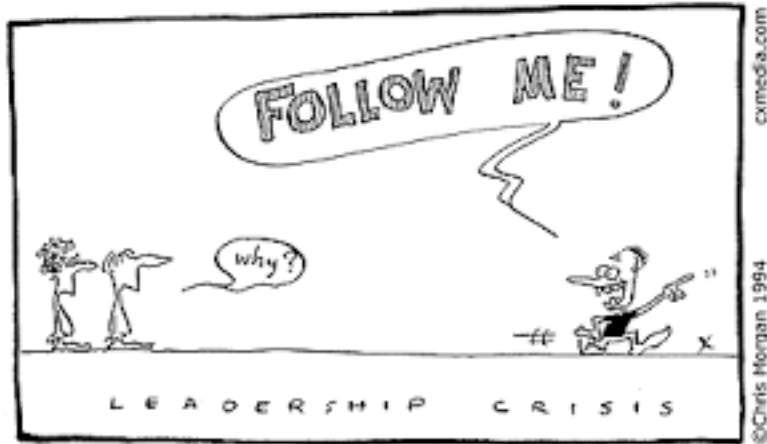
1. Discuss the various Barriers to Communication.
2. We all know that communication can be persuasive too, Explain your points how with a real time example.

Section D- Application based Case study

20 marks



1. Looking at the picture above, Please express your view on : If you a believer of leaders are born, Then please explain the qualities they born with? If you think leadership is a skill and it can be learnt then please mention the skills leader need.



2. What kind of leadership is that? What are the differences between a leader and a manager.



1. You an employee of a Company, Imagine you have a supervisor like that. Do you think it's a great approach towards new joinees? If not, explain it in details with relevant points.

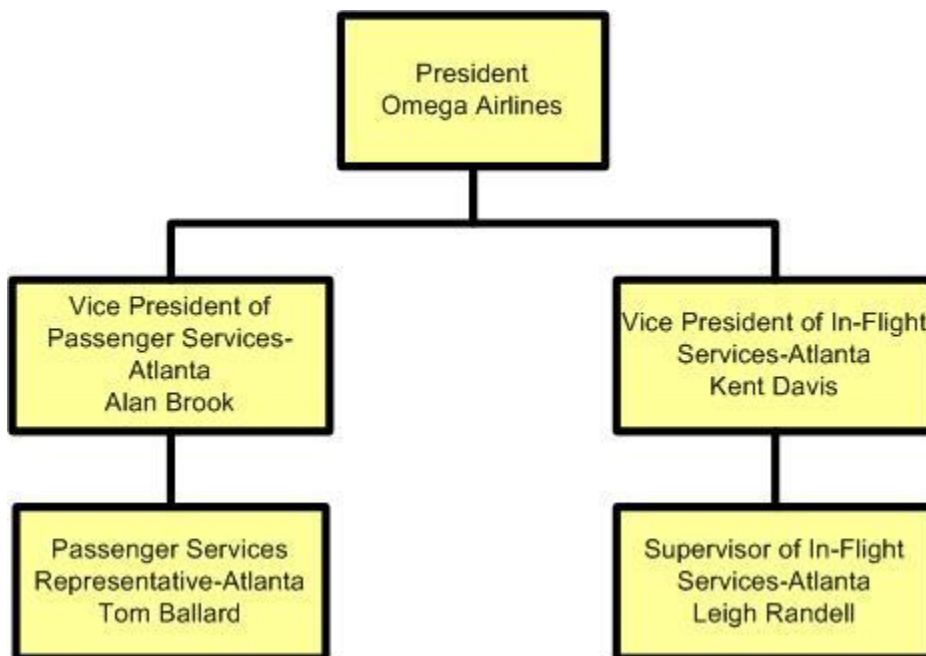
2 Leigh Randell as supervisor of in-flight services at the Atlanta base of Omega Airlines, a successful regional air carrier with routes throughout the South and Southwest. In addition to Atlanta, it has bases in six major cities.

Randell's job involves supervision of all in-flight services and personnel at the Atlanta base. She has been with the airline for seven years and in her present job for two years. While preferring flying to a permanent ground position, she decided to try the management position. In her job, she reports directly to Kent Davis, vice president of in-flight services.

During the past year, Randell has observed what she believes is a great deal of duplication of effort between flight attendants and passenger service personnel in the terminal with respect to paperwork procedures for boarding passengers. This, she believes, has resulted in unnecessary delays in departures of many flights-especially through flights (those that don't originate or terminate in Atlanta). since most Omega through flights stop in Atlanta, Randell believes that such delayed departures are probably not a major problem at Omega's other bases or at smaller airports. Thus, she has decided to try to coordinate the efforts of flight attendances and passenger service personnel with a simpler, more efficient boarding procedure, thereby reducing ground time and increasing passenger satisfaction through closer adherence to departure times.

In this respect, she has, on three occasions during the past two months, written memo to Tom Ballard, Omega's passenger services representative at the Atlanta base. Each time, Randell has requested information regarding specific procedures, time, and costs for boarding passengers on through flights. She has received no reply from Tom Ballard. His job involves supervision of all passenger service personnel. He has been with Omega for five years, having joined its management training program immediately after graduating from college. He reports directly to Alan Brock, vice president of passenger services at the Atlanta base. Exhibit 1 presents the organization structure for the Atlanta base.

Exhibit 1. Omega, Atlanta: Organization Chart



Last week, Leigh wrote a memo to Kent Davis:

For several months, I have been trying to develop a new method for facilitating the boarding of passengers on through flights by more closely coordinating efforts of In-Flight Services and Passenger Services. the results would be a reduction in clerical work, cost and ground time and closer adherence to departure times for through flights: "Unfortunately, I have received no cooperation at all in my efforts from the passenger service representative. I have made three written requests for information, each of which has been ignored. Needless to say, this has been frustrating to me. While I realize that my beliefs may not always be correct, in this instance I am

only trying to initiate something that will be beneficial for everyone involved: Passenger Services, In-Flight Services, and, most important, Omega Airlines. I would like to meet with you to discuss this matter and the possibility of my transferring back to flight duty.

Kent Davis summoned Alan Brock and Tom Ballard to a hastily called conference. Tom Ballard was mildly asked why he had not furnished the information that Randell has requested.

"Too busy", he said. "Her questions were out of sight. There was no time for me to answer this sort of request. I've got a job to do. Besides, I don't report to her".

"But Tom, you don't understand," Kent Davis said. "All Leigh Randell is trying to do is improve the president system of boarding passengers on through flights. She has taken the initiatives to work on something that might benefit everyone".

Tom Ballard thought for a moment. "No," he replied, "it didn't look like that to me. You know I've also had ideas on how to improve the system for quite sometime. Anyway, she's going about it all wrong."

As a Law student which has already learned effective communication, analyze and discuss the following questions:

- a. What barriers to effective communication do you detect in this case?
- b. Is anyone "wrong" in this situation? By what other means could Randell have requested the information from Tom Ballard? What do you think of Tom Ballard's reaction? Why?
- c. While communicating information vertically up or down the organization does not present a major problem, why is horizontal and diagonal communication are more difficult to attain?
- d. What would you recommend that the management of Omega Airlines do to remedy this situation?
- e. How would your recommendation improve communication in the organization?

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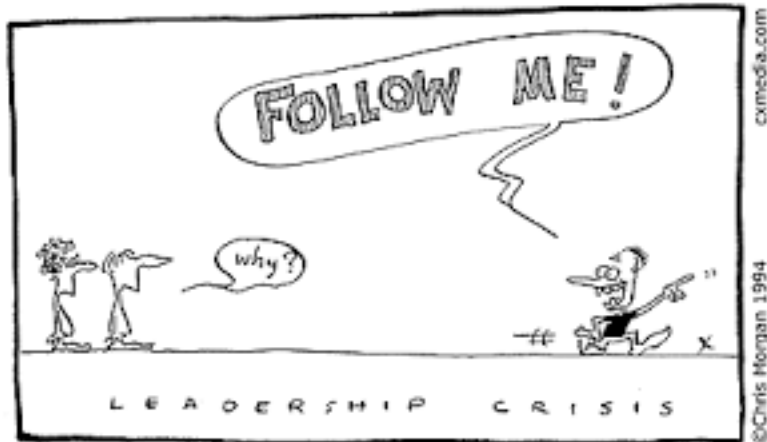
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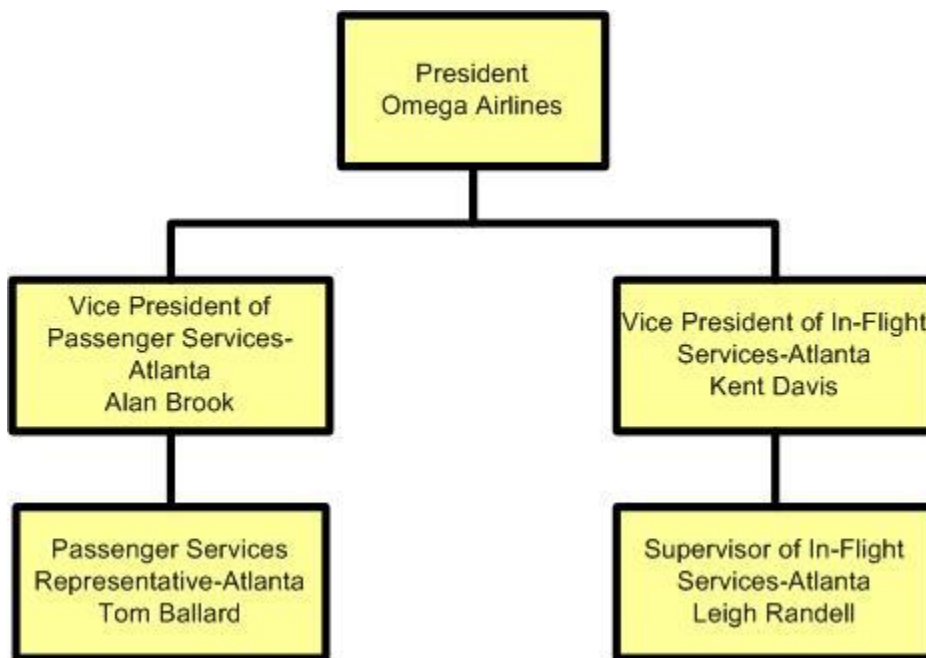
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