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

Course: Organizational Behavior   **Semester: II**
Program: BBA (Core/ AIS)   **Time: 03 Hours**
Course code: HRES 2001   **Max. Marks: 100**
Instructions: Write precise and brief answers

SECTION A			
		Marks	**CO**
Q 1	*Define the following* a) Interdisciplinary nature of OB b) Operant conditioning c) Parallel transactions d) Personality e) Group think f) Negative reinforcement g) Parent ego state h) Projective tests i) Cognitive learning j) Perceptual error	**20 (2x10)**	**CO1**
SECTION B			
	*Answer **ANY FOUR** of the following questions*		
Q2	What are the five stages of group formation? How are status and norms related in a group?	**5**	**CO2**
Q3	Differentiate between a) Intrinsic motivation and extrinsic motivation b) Autocratic leadership and democratic leadership	**5**	**CO2**
Q4	If you want your team member to learn a desirable behavior, which schedule of reinforcement would you apply and why?	**5**	**CO4**
Q 5	Give examples of five factors external to the perceiver, that affect perception.	**5**	**CO3**
Q6	When it comes to decision making, under what conditions are individual decisions superior to group decisions and under what conditions are group decisions superior to individual decision?	**5**	**CO3**
Q7	Suppose you have to choose an assistant. Would you prefer someone who is high in conscientiousness but low on agreeableness, or someone who is high in agreeableness but low in conscientiousness? Why?	**5**	**CO4**
SECTION-C			

	*Answer **ANY TWO** of the following questions*		
Q8	"A good leader needs to have concern both for people and production" Do you agree with this? Explain with the help of Managerial Grid given by Blake and Mouton.	**15**	**CO3**
Q9	How can managers use the social learning model as a powerful management tool to enhance learning capabilities of employees in an organization	**15**	**CO4**
Q10	Explain the term attitude and discuss its components. Do you think it is possible to change attitudes? If yes, how?	**15**	**CO2**
Q11	What do you understand by role conflict? Identify four different roles you play. Are any of these roles in conflict? If so, in what way? How do you resolve these conflicts?	**15**	**CO4**
	SECTION-D		
Q12	Study the following case and answer the questions that follow		

What do W L. Gore, maker of Goretex, and an engine rebuilder called Springfield Remanufacturing have in common? One fundamental similarity is that each firm is owned by its employees. Unlike corporations with many public stockholders or most private firms, which are owned by one or a few individuals, employee-owned firms are private firms in which employees are the primary owners.

Employee ownership is not a new concept in the United States, where cooperatives have owned businesses since Revolutionary War times. During the early part of the twentieth century, labor unions made such tremendous strides forward in improving working conditions and pay that there was little interest in employee ownership. In the 1970s, however, interest in employee ownership was revived at least in part because of the creation of employee stock ownership plans, which contribute company stock to retirement accounts. Twelve percent of .the U.S. workforce about 15 million individuals-have some company ownership while the proportion of ownership ranges from less than 1 percent to 100 percent. Most employee-owned firms were previously profitable divisions of larger corporations that were sold to employees during a divestiture.

Publix Super Markets is a success story-it's the largest employee-owned firm in the United States, with 120,000 employees, 700 store locations in the Southeast, and annual sales of $15.3 billion. The firm has appeared on Fortune's "100 Best Companies to Work For" list for the last five years, is one of Forrtune's "Most Admired Companies," wins awards for supporting diversity and families, and in 2002, ranked first in customer satisfaction in its industry. The firm attributes this remarkable success to the fact that it is 100 percent owned by employees. When the United Food and Commercial Workers Union (UFCW) recently tried to organize Publix workers, fewer than 20 percent voted in favor. "On their own time and at their own expense, our [employees] have campaigned against the UFCW ... Their voices have now been heard," says Publix spokesperson Lee Brunson.

Employee ownership better aligns the interests of individual workers with the interests of the firm. Ownership also gives workers a sense of loyalty and commitment that is rare in today's uncertain corporate environments. According to Louise Brown, a Gore employee, "Nobody's afraid to jump in. Whenever you need to get the job done, people are always ready to do it." Other benefits of employee ownership include greater job security-------Publix has never laid off an employee ----- and higher creativity. Worker

loyalty translates into lower costs because productivity tends to be higher and turnover lower at employee-owned firms.

But there are some inherent risks in employee ownership as well. One potential problem is highlighted by the difficulties at United Airlines, which is 55 percent owned by employees. The company has had continuing struggles with labor unions, especially the powerful pilots' union. Recently, for example, the union's contract remained expired for over a year before an agreement could be reached. Distrust and resentment from both management and labor continue at United in spite of the employee ownership. United's experience contrasts sharply with that of Southwest Airlines, a firm known for its strong company loyalty and productivity and low turnover. The company is only 13 percent employee owned, but the organization culture motivates employees to feel a pride in ownership, which is greater than that felt by United's workers.

At Springfield Remanufacturing, managers found that it was important to educate workers about financial information. CEO Jack Stack organized weekly "huddles" in which all workers in the firm, from top managers to hourly wage earners, meet to discuss company data. "It's about truly understanding the business," says Stack. Workers learned to make use of costs data when making choices such as whether to repair or replace an engine part. "Within three years, the firm's stock price soared from $0.10 to $13.60 per share, and 82 percent of that increase was owned by employees.

Virginia Vanderslice of Praxis Consulting claims that employee-owned firms can be high-performing organizations if the organization culture is participative and empowering. According to Vanderslice, neither participation nor ownership alone creates high performance-rather, the two must be used together, "At some point, employees in companies that have participation without ownership begin asking them·selves: 'Why should I participate? What's in it for me?'" Corey Rosen, executive director of the National Center for Employee Ownership, says that it's critical to give workers a meaningful stake in the company, whether it is ownership of shares or the opportunity' to participate in decision making. Rosen advises workers, "What's really important is to have an influence on the way you do your day-to-day job."

Questions

	Marks	CO
1. Using Maslow's hierarchy of needs, explain why having ownership of their company is motivating to workers.	**10**	**CO4**
2. Would employee ownership be considered a motivation factor or a hygiene factor according to Herzberg's dual-structure theory? Why?	**10**	**CO3**
3. What additional actions could managers take to improve employee motivation, other than giving ownership and allowing participation? Use theories of motivation to answer this question.	**10**	**CO4**

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SECTION A

		Marks	**CO**

Q 1	*Define the following*
	
	   a) Organizational Behavior
	   b) Social loafing
	   c) Transactional Analysis
	   d) Classical conditioning
	   e) Trait
	   f) Positive Reinforcement
	   g) Figure Ground Principle
	   h) Intrinsic motivation
	   i) Halo Effect
	   j) Locus of control
	   k) Role conflict
		20 (10x2)	**CO1**

SECTION B

	*Answer **ANY FOUR** of the following questions*		
Q2	What are the different perceptual errors which a manager may commit? Give an example of each.	**10**	**CO2**
Q3	What are the defining characteristics of a group? Also list the reasons why people join groups?	**10**	**CO1**
Q4	Briefly explain the ABC model of attitude with the help of your attitude towards your seniors in your college.	**10**	**CO2**
Q5	Briefly explain Theory X and Theory Y of motivation.	**10**	**CO2**
Q6	List the various forces which may bring about an organizational change. Why, in your opinion, an individual would resist change?	**10**	**CO2**
Q7	Discuss the managerial grid of leadership given by Blake and Mouton.	**10**	**CO2**

SECTION-C

	*Answer **ANY TWO** of the following questions*		
Q8	How will you determine the personality of a person? Also explain the personality traits that have relevance from the point of view of Organizational Behaviour.	**15**	**CO3**

Q9	The attribution theory helps us in interpreting the behaviours of individuals. Briefly explain how it is done and also substantiate it with an example.	15	CO2,3
Q10	Compare and contrast the motivation Theories given by Abraham Maslow and Herzberg. Which one is the more appropriate in organizational context?	15	CO3
Q11	Why do you think people resist change in an organization? What can be done to overcome such a resistance?	15	CO2

SECTION-D

Q12	*Study the following case and answer the questions that follow*		
	Indigo software (Indigo), set up in Hyderabad in the early 1917, with an initial strength of 150, grew to become the country's leading software development firm in the year 2000, with around 18000 employees on its rolls. The company's success can be attributed to the values upheld by its founders. Indigo's flounders believed that to retain its place in the dynamic business environment, the company had to develop leaders of high-quality who kept a global perspective in mind while working in the organisation. With this aim, the company established the Leadership Learning Institute (LLI) to nurture leadership qualities among its employees across the globe. The vision of Indigo's founders was to make it big in the Global Business arena and to transform the company from being just a software developing firm to one providing Consultancy Services to organisations to help them meet their strategic goals. Indigo used its leadership Centre to direct itself in a planned and controlled manner to achieve this objective. The centre was used as an avenue to spread knowledge and corporate values throughout the company. During its initial years, the Organisation was small enough to make it possible for its founder, Janardhan Rao, to personally interact with his employees. This sallowed the employees to observe and emulate the leadership qualities of their employer. However, with an increase in the number of employees, it became difficult for the chief to address his workforce personally. Therefore, the company set up a leadership development centre with the aim of developing leadership qualities among the organisational members. At the centre, employees from various operational centres of the company spread across the globe and of different nationalities were imported training in leadership qualities. They were divided into groups of 400, each group being periodically sent to workshops, where leadership training was imparted to them over 4 weeks. The workshop revolved around the objective of developing timeless leadership principles that would help the company withstand that competition outside and other contingencies. Members of the workshop were also trained in effective decision making. Once they successfully completed their training, these employees were given opportunities to hone their leadership skills in the organisation and transfer their knowledge to other organisational members. With establishment of LLI, Indigo attempted to develop leadership from within and address business risks through succession planning, keeping a holistic outlook in mind.		
Q1-	How will these leaders that Indigo is trying to develop, be different from managers?	10	CO4

Q2-	Indigo's founders believed that if the company had to survive in the dynamic business environment, it would have to develop leaders of high quality from within the organization, who had a global perspective. Can leadership be taught in leadership development centers or is it an in-born trait in individuals."? Explain your view point in the context of the Trait theory of leadership.	10	CO4
Q3-	Briefly explain the three different styles of leadership. Which one of the three styles do you think will be the best for the given organization?	10	CO4