

Name:	
Enrolment No:	

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

**Course: Organizational Behavior**

**Semester: I**

**Program: MBA(CORE)**

**Time: 03 Hours**

**Course code: HRES 7002**

**Max. Marks: 100**

**Instructions: Write brief and precise answers**

**SECTION A**

		Marks	CO
Q 1	<p><i>Define the following (in about 30 words each)</i></p> <ul style="list-style-type: none"> <li>a) Personality</li> <li>b) Great Man Theory</li> <li>c) Crossed transaction</li> <li>d) Positive reinforcement</li> <li>e) Figure ground principle</li> <li>f) Social learning</li> <li>g) Cohesiveness</li> <li>h) Role perception</li> <li>i) Organizational commitment</li> <li>j) Free rider problem</li> </ul>	<b>20</b> <b>(2x10)</b>	<b>CO1</b>

**SECTION B**

	<i>Answer ANY FOUR of the following questions</i>		
Q2-	Differentiate between <ul style="list-style-type: none"> <li>a) Theory X of motivation and Theory Y of motivation</li> <li>b) Transactional leadership and transformational leadership</li> </ul>	<b>5</b>	<b>CO2</b>
Q3-	Briefly describe any five perceptual errors one can make while judging others	<b>5</b>	<b>CO2</b>
Q4-	Think of a group in which you have been working. How does the punctuated equilibrium model apply to this experience?	<b>5</b>	<b>CO2</b>
Q5-	Briefly describe two individual and two organizational barriers to change.	<b>5</b>	<b>CO2</b>
Q6-	Briefly explain the different methods of measuring personality	<b>5</b>	<b>CO3</b>

Q7-	The chief executive officer of Creative Ideas Inc. has read about the benefits of cooperation and vows to bring the same philosophy to his company. The goal is to avoid all conflict so the employees will work cooperatively and be happier at Creative Ideas. Discuss the merits and limitations of CEO's policy.	5	CO3
<b>SECTION-C</b>			
	<i>Answer ANY TWO of the following questions</i>		
Q8-	<p><b>a)</b> What are the basic components of 'Expectancy Theory of motivation' and how are they combined to predict performance?</p> <p><b>b)</b> Several service representatives are upset that a newly hired representative with no previous experience will be paid Rs. 30,000 a month, a year above the usual starting salary in the pay range. The department manager explained that the new hire would not accept the entry – level rate, so the company raised the offer Rs. 10,000. All five reps currently earn salaries near the top of the scale (Rs. 15,000 higher than the new recruit), although they all started at the minimum starting salary a few years earlier. Use a motivation theory to explain why the five service representatives feel inequity in this situation.</p>	(9+6) 15	CO3
Q9-	The styles of handling conflict are based on assertiveness and cooperativeness. Discuss the different styles that emerge based on these two dimensions. Which is the most effective style? Give examples?	15	CO3
Q10-	<p>Your company is exploring the idea of merging with a competitor. This has aroused a great deal of concern in the workplace, as people begin to fear the security of their jobs may be in jeopardy. This, in turn, has been disrupting the flow of the work. Productivity is slowing down as people are taking off to find new jobs. Meanwhile, profitability is sagging badly, which threatens to adversely affect the merger deal.</p> <p>a) Does it make sense to expect the employees to have these fears? Why or why not?</p> <p>b) Describe the steps you can take to help allay these fears and to return work back to normal.</p>	15	CO4
Q12-	What is leadership? Discuss and critically analyse any one of the leadership theories you are conversant with.	15	CO3

**SECTION-D**

*Study the following situation and answer the questions that follow*

KnF Aviation Company (KFAC) had an enviable position in the domestic and global aviation industry. The company had a high ROI and ROA and maintained impressive profitability figures since the early years of its inception in the late 1960s till the early 1990s. But changes on the international front and shift in financial and economic policies of Indian Government gave a tough time to KFAC.

To deal with this difficult situation, KFAC launched a company wide cost cutting exercise. Among many other initiatives to lower costs, one of the major and sweeping cost cutting measures that KFAC adopted was to abolish overtime in all departments other than operations. This was a difficult decision since this department requires continuous operations. Hence, overtime is an accepted practice to ensure working round the clock. However, this culture of overtime for operation staff had, over a period of years, spilled over to other allied functions such as purchases, stores, materials handling, stock yard, personnel, finance etc. adding to the cost of production. Now, to bring an end to this well established practice and with a policy that differentiated the departments was a real challenge for the unit heads of KFAC. The management knew that though the operation department was the heart of the organization, other functions were equally important to support it. Yet, given the situation of a sliding bottom line, top management at the corporate office thought it prudent to retain overtime only in the operations department.

**The Challenge** The reaction was not unexpected at the top management levels of the corporate office though they were expecting such obvious reactionary behavior, they did not have a concrete company wide strategy to tackle the eventualities. The CEO Mr. Vaid, called a meeting of his three site heads- Mr. Goyal, Mr. Anand and Mr. Roy. These were Mr. Vaid's handpicked people who held the positions of Managing Directors in the three units of KFAC. When these unit heads converged for the meeting, they expected another brain storming session with Mr. Vaid to thrash out a common strategy to address growing dissatisfaction with the new corporate policy, which apparently appeared to be jinxed even before it was implemented.

Without preamble Mr. Vaid addressed the three site heads: "let us do some plain speaking. Today our salary and wages form 21% of our gross profit. It is well known

to all of you that the overtime component of our salary and wages is one of our primary cash guzzlers. Today, we are in no position to afford such luxury. Let us not debate the fairness or ethical overtones of our decision to withdraw overtime payments from non – operation functions. I offer you a challenge. Implement this decision at your respective units without ill consequences and without affecting production. You are free to adopt your individual strategies, but I will evaluate your performance on this critical issue.”

The three unit heads went back to their respective site, scratching their heads for a solution. This was a challenge for their own career and they had no option other than to act.

**Mr. Goyal’s Action** A mechanical engineer by qualification, Mr. Goyal had been inducted into the company some ten years ago into the middle management cadre. He had proved to be a successful manager, getting regular financial raises and timely promotions. He always had an innate desire to influence people around him. He was pushy and always wanted to be one who stands out above the crowd. In departmental meetings he would argue till his point was made. His personal philosophy was- in work situation there are no friends, everyone is a competitor. Highly ambitious, Mr. Goyal was a model of self confidence. He was one of the select few executives on the fast track growth trajectory of KFAC. Not surprisingly, within a short span of ten years he had superseded his colleagues and become Managing Director of one of KFAC’s units.

Upon his return from the crucial corporate office meeting with Mr. Vaid, Goyal convened a meeting of all heads of departments. His message was clear and short, “Gentlemen, come what may we all must withdraw overtime payments from departments other than operations.” Sadiq, head of Stores, raised a critical issue, said, “We must think how to go about it. What if the shift reliever is not on time and my man abruptly leaves the store at the strike of the clock, then there would be a major problem for operations people to access .....” Before Sadiq could complete his sentence, Goyal cut him short, saying, “Issue a charge sheet to the person who does it. Indiscipline can not be tolerated. We are going through difficult times and if people don’t cooperate then it is better they look for other opportunities. As managers you need to know how to tackle your men.”

**Mr. Anand's Action** Anand was a metallurgical engineer and had joined KFAC as a management trainee. Hard work, commitment to the task and loyalty pushed him up the ladder and he became Managing Director of one of the units when he was only 46 years old. He had a brilliant track record as a manager. When he was a junior manager, he had surprised everyone with his creative problem solving skills. He had been awarded several prizes for his innovative problem solving skills. In effect he had earned the epithet of trouble shooter and other units of KFAC

Anand sent out a memo to all his employees explaining the situation in the company and the logic behind the decision to withdraw overtime payments. By the end of the day on which the memo was circulated, Anand had a steady stream of departmental heads cribbing and complaining about practical problems in implementing such a draconian measure. Anand gave his ears to all reactions and suggestions. That night he sat with the Chief of HR and had a brain storming session. Next day a memo was issued from the office of the chief of HR to all heads of department (HOD), other than operations, to redesign their work processes more efficiently so that work gets completed within working hours. The memo further went on to say that in cases of work overflow into subsequent shifts and in cases of emergency, departmental heads would be required to keep track of extra hours put in by their employees. Every week the overtime hours put in by an employee would be summed up and as soon as it accumulates to 8 hours, it would be within the power of HODs' to sanction a compensatory time off to such employees.

**Mr. Roy's Action** Jovial by nature, Roy had a pleasant disposition. Cooperative and helpful, he had a knack of becoming popular at all units he worked. He was loved and respected by his superiors, peers and subordinates.

After returning from corporate office, Roy asked his Chief of HR to organize a meeting with Union leaders. He explained the situation of the domestic and international markets to them. In between the meeting he called in his Chief of Finance and asked him to explain to the Union leaders, with all facts and figures, how the profitability of KFAC had been declining over the past few years. Roy appealed to the Union to spread the message among workmen, that KFAC to survive, it would require that all join hands to work more efficiently and productively. After this meeting he convened another meeting of all managers and departmental heads. He categorically told them to stop granting overtime payments to non-operations employees. Further, he told

	<p>them that in case of work pressure he expected every HOD to ensure that all employees in that particular department join hands to complete the day's task. He made it clear to HODs that he also expected them to stay behind with other employees and leave the department after the day's work gets completed. He rationalized that this was one way in which throughput time for spill over work would be reduced and no individual employee would feel victimized by the new corporate policy.</p>		
1-	<p>Citing supporting facts from the case, trace the motivations of the three managing directors of KFAC.</p>	<b>10</b>	<b>CO4</b>
2-	<p>Using Blake and Mouton's Managerial Grid, place the three KFAC MDs in the appropriate style quadrants, justifying your reasons for placing them so.</p>	<b>10</b>	<b>CO4</b>
3-	<p>Which of the three managing directors, in your opinion, would motivate the employees best, and why?</p>	<b>10</b>	<b>CO4</b>