

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**Online End Semester Examination, May 2021**

**Course: Organizational Behaviour**

**Programme: BBA (AVO)**

**Course Code: HRES 2001**

**Semester: IV**

**Time: 03 hrs.**

**Max. Marks: 100**

**Instructions: All questions are compulsory**

**SECTION A (30 Marks)**

S. No.		Marks	CO
Q 1	. _____ leadership is primarily concerned with facilitating extraordinary performance, with affirming human potential. a. Positive b. Authentic c. Collaborative d. Value-based	5	CO 1
Q 2	Managers hoping to lead change must do all of the following, except: a. Assess the organization's environment and the need for change. b. Plan for change that is standardized and periphery. c. Institutionalize the change. d. Implement specific changes while at the same time encouraging a broader positive attitude toward change and motivation.	5	CO 1
Q 3	Observable components of culture include all of the following, except: a. Language b. Non-verbal behavior c. Greeting rituals d. Feelings	5	CO 1
Q 4	Which of the following is not an organizational source of conflict? a. Goal Incompatibility b. Uncertainty c. Interdependence d. Perception	5	CO 1
Q 5	_____ involves working less when your individual contributions cannot be measured. a. Social loafing b. Social facilitation c. Social bias d. Social effectiveness	5	CO 1

Q 6	<p>Which of the following is not one of the aspects of expectancy theory?</p> <p>a. Introduces a cognitive aspect of motivation.</p> <p>b. It suggests that motivation involves not just the individual but also opportunities, rewards, and incentives.</p> <p>c. It reminds us different people have the same skills and abilities.</p> <p>d. It reminds us that people will tend to exert more effort in those areas where they believe they are more likely to perform well.</p>	5	CO 1
<b>SECTION B ( 50 Marks)</b>			
Q 7	Do you agree or disagree with the statement that people are inherently good, but are forced into behaving negative ways by virtue of compelling forces they encounter within their organization.	10	CO2
Q 8	When people talk about organizational change, what precisely is being changed and what forces lead to such change?	10	CO2
Q 9	Organizational culture is a mushy concept. You cannot see it, yet you know it is there. What indications are there that organizational culture really exist?	10	CO2
Q 10	How do the phenomena of social facilitation and social loafing influence the performance of individuals in-group settings?	10	CO3
Q 11	As we noted, the lines between leading and managing sometimes are blurred in practice. What factors do you believe are responsible for making this distinction so vague?	10	CO3
<b>SECTION-C ( 20 marks)</b>			
Q 12	<p>Teams at Evans RV Wholesale Supply and Distribution Company?</p> <p>Evans RV Wholesale Supply and Distribution Company sells parts, equipment, and supplies for recreational vehicles-motor homes, travel trailers, campers, and similar vehicles. In addition, Evans has a service department for the repair and service of RVs. The owner, Alex Evans, bought the company five years ago from its original owner, changed the name of the company, and has finally made it profitable, although it has been rough going. The organization is set up in three divisions: service, retail parts and supplies, and wholesale parts and supplies. Alex, the owner, CEO, and president, has a vice president for each operating division and a vice president of finance and operations. The organization chart shows these divisions and positions.</p> <p>In the warehouse, there are three groups: receiving (checking orders for completeness, returning defective merchandise, stocking the shelves, filling orders), service parts, and order filling for outgoing shipments. The warehouse group is responsible for all activities related to parts and supplies receiving, storage, and shipping. The retail sales division includes all functions related to selling of parts and supplies at the two stores and in the mobile sales trailer. Personnel in the retail division include salespeople and cashiers. The retail salespeople also work in the warehouse because the warehouse also serves as the showroom for walk-in customers.</p> <p>In the service department, the service manager supervises the service writers, one scheduler, and lead mechanics and technicians. The service department includes the collision repair group at the main store and the service department at the satellite store. The collision repair group has two service writers who have special expertise in collision repair and insurance regulations. Two drivers who move RVs around the "yard" also work in the service division.</p>	20	CO 3

The accounting and finance groups do everything related to the money side of the business, including accounts payable and receivable, cash management, and payroll. Also in this group is the one person who handles all of the traditional personnel functions.

Alex has run other small businesses and is known as a benevolent owner, always taking care of the loyal employees who work hard and are the backbone of any small business. He is also known as being real tough on anyone who loafes on the job or tries to take unfair advantage of Alex or the company. Most of the employees either are veterans of the RV industry at Evans or elsewhere, or are very young and still learning the business. Alex is working hard to develop a good work ethic among the younger employees and to keep the old-timers fully involved. Since he bought the business, Alex has instituted new, modern, employee-centered human resource policies. However, the company is still a traditional hierarchically structured organization.

The company is located in a major metropolitan area that has a lot of potential customers for the RV business. The region has many outdoor recreational activities and an active retirement community that either lives in RVs (motor homes, trailers, or mobile homes) or uses them for recreation. The former owner of the business specifically chose not to be in the RV sales business, figuring that parts and service was the better end of the business. Two stores are strategically located on opposite ends of the metropolitan area, and a mobile sales office is moved around the major camping and recreational areas during the peak months of the year.

When Alex bought the company, the parts and supplies business was only retail, relying on customers to walk in the door to buy something. After buying the business, Alex applied good management, marketing, and cash-management principles to get the company out of the red and into profitability. Although his was not the only such business in town, it was the only one locally owned, and it had a good local following. About two years ago, Alex recognized that the nature of the business was changing. First, he saw the large nationwide retailers moving into town. These retailers were using discount pricing in large warehouse-type stores. These large retail stores could use volume purchasing to get lower prices from manufacturers, and they had the large stores necessary to store and shelve the large inventory. Alex, with only two stores, was unable to get such low prices from manufacturers. He also noted that retired people were notorious for shopping around for the lowest prices, but they also appreciated good, friendly customer service. People interested in recreational items also seemed to be following the national trend to shop via catalogs. Therefore, for a variety of reasons Alex began to develop a wholesale business by becoming a wholesale distributor to the many RV parts and supply businesses in the small towns located in the recreational areas around that state and in surrounding states. At the same time, he created the first catalog for RV parts and supplies, featuring all the brand-name parts and supplies by category and supplier. The catalog had a very attractive camping scene on the cover, a combination of attractively displayed items and many pages full of all the possible parts and supplies that the RV owner could think of. Of course, he made placing an order very easy, by phone, mail, or fax, and accepted many easy payment methods. He filled both distributor orders and catalog orders from his warehouse in the main store using standard mail and parcel delivery services, charging the full delivery costs to the customers. He credits the business's

survival so far to his diversification into the warehouse and catalog business through which he could directly compete with the national chains. Although it is now barely profitable, Alex is concerned about the changes in the industry and the competition and about making the monthly payments on the \$5 million loan, he got from the bank to buy the business in the first place. In addition, he reads about the latest management techniques and attends various professional conferences around the country. He has been hearing and reading about this team-based organization idea and thinks it might be just the thing to energize his company and take it to the next level of performance and profitability. At the annual strategic planning retreat in August, Alex announced to his top management team that starting on October 1 (the beginning of the next fiscal year), the company would be changing to a team-based arrangement.

Case Questions

- 1. Write a brief synopsis of the case ( 5 Marks)
- 2. What mistakes has Alex already made in developing a team-based organization?  
( 5 marks)
- 3. If Alex were to call you in as a consultant, what would you tell him to do?  
( 10 marks)