

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, December 2018**

**Course: Organizational behavior**

**Programme: BBA (FAS)**

**Time: 03 hrs.**

**Instructions:**

**Semester: III**

**CC:HRES2001**

**Max. Marks: 100**

**SECTION A (Attempt all)**

		<b>Marks</b>	<b>CO</b>
1	Which of the following is not the characteristic of organizational culture?  1. Innovation  2. Stability  3. People-orientation  4. None of the above	<b>2</b>	<b>1</b>
2	Which is not true?  1. Change agents bring about change in organizations 2. Planned changes are goal-oriented and structured in nature. 3. Lewin's change model includes unfreezing, movement, and defreezing 4. Management must design a strategy to overcome resistance to change in the organization.	<b>2</b>	<b>1</b>
3	Who is the proponent of contingency model of leadership?  1. Robert House  2. Sergio Ramos  3. Fiedler  4. None	<b>2</b>	<b>1</b>
4	Which of the following is not a job attitude?  1. Organizational commitment  2. Absenteeism  3. Employee engagement  4. Job satisfaction	<b>2</b>	<b>2</b>
5	Which is true for MBTI framework  1. Thinking or Judging	<b>2</b>	<b>2</b>

	2. INTJs are visionaries 3. Sensing or feeling 4. All		
6	Which of the following is a component of job dimensions under job-characteristic model?  1. Task identity 2. Skill variety 3. Autonomy 4. All of the above	2	1
7	Which is false?  1. Human behavior follows a pattern. 2. Behavior is something predictable. 3. Behavior leads to attitude 4. None of the above	2	1
8	Example of maintenance factors are-  1. Growth opportunities 2. Recognition 3. Autonomy 4. None of the above	2	2
9	Which of the following is not a theory of leadership?  1. Contingency model 2. None of these 3. Equity theory 4. Charismatic	2	2
10	Dark triad is a concept related to?  1. Perception 2. Organization behavior 3. All of these 4. Personality	2	2

**SECTION B (Attempt all)**

1	Discuss path goal theory of leadership with an example.	5	3
2	Describe three-step change management process.	5	1
3	Why some employees are motivated to show up for work during severe storm whereas others make no efforts to leave their homes..	5	3
4	Explain attribution theory of perception.	5	4

**SECTION C (Attempt any two)**

1	Analyzing individual behavior has a direct bearing on organizational performance. How?	15	2
2	Explain the significance of leadership in organizations for organizational sustainability.	15	3
3	<i>Organizational culture is instrumental in driving an organization towards learning organization.</i> Elaborate.	15	4

**SECTION-D (Case study/- Attempt all questions)**

	<p>Utkal Chemicals was established in the year 1997 with about 40 workers and was manufacturing a couple of pharmaceutical products. After three years of initial crisis, the company found itself in a vary prosperous situation. In 2016, the company employed about 25,000 employees working in 15 different departments.</p> <p>Mr.Parikh was in charge of the Tablet department having about 30 workers. In the day shift, Parikh was assisted by Mr.Patel for the general supervision of the department.</p> <p>Mr.Joshi was one of the workers in the Tablet department about whom Patel did not have good opinion as Joshi was in the habit of remaining absent without leave. Patel often found him taking leave under false pretexts. Patel did not have any other complaint about Joshi.</p> <p>One day Joshi approached Patel with a request to grant him leave for a weak, as he wanted to go for pilgrimage with his family. Patel this time flatly refused to grant leave to him saying that he was not prepared to believe him considering his past record. Joshi felt very sorry about this and seemed to be disturbed.</p> <p>During the lunch break, he was not in a mood to talk with his co-workers with whom he otherwise talked very cheerfully. On observing this, Mr.Solanki, a very old worker who was with the company from its inception, asked Joshi if there was something wrong with him. Joshi narrated the matter and broke tears saying that his old parents would be unable to go on a pilgrimage.</p> <p>Solanki was very popular among the group and always helped his co-workers by representing their case to management. He was, in general, very hostile towards the officers and they, in turn, did not have good opinion about him, Solanki assured Joshi that he would certainly get him leave granted.</p> <p>Solanki went to see Patel on the same day and found him giving instructions to some workers. Throwing the leave application on Patel's table, Solanki very arrogantly asked him why he was not sanctioning leave to Joshi. Patel felt very badly about the manner in which Solanki asked this and that too in front of his subordinates. But, controlling his emotions, he simply told him to ask Joshi to discuss the same with him. Solanki said that Joshi had authorized him to discuss this matter. He further accused Patel by saying that he unnecessarily harassed workers and that he will have to give up this habit, or he should be prepared to face the consequences. Patel, feeling very much insulted, asked him (solanki) to get out of the department. On hearing this reacted very furiously and pushing Patel physically, and told him, "I will now straighten you". After saying this, he himself left the department. Immediately, Patel saw Parikh and briefed him about the incident. Parikh regarded this as a very serious matter, and informed the Personnel Officer, Mr.Amin, to take appropriate action in the matter. Considering this as a gross misconduct, Mr.Amin served Solanki with a charge sheet. The company had a consistent policy for disciplinary actions and in such cases the punishment would be that of discharge.</p> <p>Solanki was a very active member of the representative union which had very good relations with the management. Management always supported this union against another union which was very aggressive and protested against all actions of the management. When workers of the department knew that Solanki was charge sheeted, they all approached the Secretary (of the recognized union) and strongly requested him to see that Solanki did not loose his job. They all agreed that Solanki was, to some extent, at fault. The Secretary, after hearing the full story remarked that Solanki should have rather taken the constitutional course to deal with the matter. The workers said that in any case Solanki should not lose the job, as he fought for his co-worker and not for himself. Considering the insistence of the workers, the Secretary decided to see Amin. In the meantime, a written petition was also handed over to Amin by the workers.</p>		
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	<p>The Secretary met Amin and conveyed to him the feeling of the workers. He pointed out that this was the first time when workers expressed their desire so forcefully. The Secretary further requested Amin to reconsider the case for the following reasons:</p> <ul style="list-style-type: none"> <li>(i) All the workers were insistent and felt involved in the matter, and if they were dissatisfied, the popularity of the union may decline, thus, paving way for the other obstinate union.</li> <li>(ii) The Secretary assured that he would see to it that Solanki does not misbehave like this in future.</li> </ul> <p>Amin had until now very consistent with the policy and he thought that this may become a very significant deviation from the rules. On the other had, he thought that it would be difficult for him to observe consistency in this case, as otherwise he will have to displease the workers and perhaps the other union might take up the opportunity to establish a footing in the company. In the meanwhile, Parikh telephoned Amin and said that his workers had approached him and requested him to consider the case sympathetically. He insisted that he considered this as a very serious matter and that no mercy may be shown in Solanki's case.</p>		
	<b>Questions</b>		
1	What is the main problem in the case?	<b>10</b>	<b>4</b>
2	Indicate the individual, managerial, and organizational causes that have led to the problem.	<b>10</b>	<b>3</b>
3	What other realistic alternatives did Patel, Parikh and Amin have, which could have avoided the problem? How can you explain Patel's behavior?	<b>10</b>	<b>4</b>