

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
Online End Semester Examination, January 2021

Course: Organizational Behaviour
Programme: BBA (DM)
Course Code: HRES 2001

Semester: I
Time: 03 hrs.
Max. Marks: 100

Instructions: All questions are compulsory

SECTION A (30 Marks)

S. No.		Marks	CO
Q 1	_____ is power based on being a role model. a. Legitimate b. Expert c. Coercive d. Referent	5	CO 1
Q 2	Which of the following is not one of the levels in the field of organizational behavior? a. Individual b. Small groups c. Medium-sized groups d. Large groups	5	CO 1
Q 3	Which is the best conflict management style to use when the issues are complex and require input and information from others, and when commitment is needed? a. Collaboration b. Competition c. Accommodation d. Avoidance	5	CO 1
Q 4	When interviewing a potential employee, managers may need to decide whether the person has real talent and potential or is simply well prepared for the interview. What processes is the manager using in this case? a) Attention and organization b) Internal and external attribution c) Attention and retention d) Retrieval and judgment	5	CO 1
Q 5	Which of the following is not one of the elements of the notion of organizational culture on which Schein found general consensus? a. It is socially constructed, seen, and an observable force behind organizational activities. b. It is a social energy that moves organization members to act. c. It is a unifying theme that provides meaning. d. It functions as an organizational control mechanism.	5	CO 1

Q 6	<p>Which of the following is not one of the steps in the management of change?</p> <p>a. Planned change, especially strategic change, typically is initiated by top management.</p> <p>b. Planned change creates uncertainty and ambiguity in the organization.</p> <p>c. Efforts at organizational change involve management defining a new “reality” for the organization’s members.</p> <p>d. Implement specific changes while at the same time encouraging a broader positive attitude toward change.</p>	5	CO 1
-----	---	---	------

SECTION B (50 Marks)

Q 1	Under what conditions will people be most willing to make changes in organizations? Explain your answer with examples.	10	CO2
Q 2	Describe an incident of social loafing in which you may have been involved (e.g. class project) what might be done to overcome this effect	10	CO2
Q 3	We discussed that employee engagement as a combination of the four factors in the MARS model. In your opinion, why would all four factors be important? Also is it possible for employees to have high levels of engagement and be unproductive.	10	CO2
Q 4	People are inherently good, but are forced into behaving in negative ways by virtue of compelling forces they encounter within their organizations. Do you agree or disagree with the statement.	10	CO3
Q5	What do you think would happen if the goal were lowered, thus making it easier, or raised, thus making it more difficult?	10	⁵ CO3

SECTION-C (20 marks)

Q1.	<p align="center">Same Accident, Different Perceptions</p> <p>According to the police report, on July 9 at 1:27 P.M., bus number 3763 was involved in a minor noninjury accident. Upon arriving at the scene of the accident, police were unable to locate the driver of the bus. Because the bus was barely drivable, the passengers were transferred to a backup bus, and the damaged bus was returned to the city bus garage for repair. The newly hired general manager, Aaron Moore, has been going over the police report and two additional reports. One of the additional reports was submitted by Jennifer Tye, the transportation director for the City Transit Authority (CTA), and the other came directly from the driver in the accident, Michael Meyer. According to Tye, although Mike has been an above-average driver for almost eight years, his performance has taken a drastic nosedive during the past 15 months. Always one to join the other drivers for an afterwork drink or two, Mike recently has been suspected of drinking on the job. Furthermore, according to Tye’s report, Mike was seen having a beer in a tavern located less than two blocks from the CTA terminal at around 3 P.M. on the day of the accident. Tye’s report concludes by citing two sections of the CTA Transportation Agreement. Section 18a specifically forbids the drinking of alcoholic beverages by any CTA employee while on duty. Section 26f prohibits drivers from leaving their buses unattended for any reason. Violation of either of the two sections results in automatic dismissal of the employee involved. Tye recommends immediate dismissal. According to the driver, Michael Meyer, however, the facts are quite different. Mike claims that in attempting to miss a bicycle rider he swerved and struck a tree, causing minor damage to the bus. Mike had been talking with the dispatcher when he was forced to drop his phone receiver in order to miss the</p>	20	CO 3
-----	--	----	------

bicycle. Because the receiver broke open on impact, Mike was forced to walk four blocks to the nearest phone to report the accident. As soon as he reported the accident to the company, Mike also called the union to tell them about it. Mike reports that when he returned to the scene of the accident, his bus was gone. Uncertain of what to do and a little frightened, he decided to return to the CTA terminal. Because it was over a five-mile walk and because his shift had already ended at 3 P.M., Mike stopped in for a quick beer just before getting back to the terminal.

- a. Write a brief synopsis of the case (5 marks)
- b. Why are the two reports submitted by Jennifer and Mike so different? Did Jennifer and Mike have different perceptions of the same incident? (5 marks)
- c. What additional information would you need if you were in Aaron Moore's position? How can he clarify his own perception of the incident? (5 marks)
- d. Given the information presented above, how would you recommend resolving this problem? (5 Marks)