



Name:
Enrolment No:

UPES

End Semester Examination, December 2024

Course: Organizational Behaviour
Program: MBA (All)
Course Code: HRES7002

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

Instructions: Attempt all Questions

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1.	Which of the following is the limitation of the Quantitative School in addressing management issues? a. Overemphasis on human elements b. Difficulty in universally applying models to all situations c. Lack of structured management principles d. Ignoring the external environment	2	CO1
Q 2.	In Social Cognitive Theory, what is highlighted as a major influence on human behavior? a. Individual actions without external influence b. Environmental stimuli only c. Thought processes and social interactions d. Genetic predispositions	2	CO1
Q 3.	What does John Holland's personality-job fit theory propose? a. Personality has no impact on job satisfaction. b. Individuals are more satisfied if there is a match between their personality and their job. c. Job roles should be assigned randomly to individuals. d. All personality types are equally suited to al	2	CO1
Q 4.	Which job attitude refers to the degree to which employees psychologically identify with their jobs? a. Job Involvement b. Job Satisfaction c. Organizational commitment d. Employee engagement	2	CO1
Q 5.	In classical conditioning, what is the unconditioned stimulus (UCS)? a. A learned response to a previously neutral stimulus b. A stimulus that naturally triggers a response without learning c. A stimulus that becomes associated with an unconditioned stimulus d. A stimulus that initially does not trigger any response	2	CO1

Q 6.	Which of the following describes moods? a. Strong positive or negative feelings directed toward something b. Emotional reactions to specific events c. Generalized positive or negative feelings or states of mind d. Specific feelings toward a person or object	2	CO1
Q 7.	Which of the following is NOT a base of formal power? a. Coercive Power b. Reward Power c. Legitimate Power d. Referent Power	2	CO1
Q 8.	What is the primary characteristic of task conflict? a. Conflict based on interpersonal relationships b. Conflict over how work gets done c. Conflicts over content and goals of the work d. Conflict that hinders group performance	2	CO1
Q 9.	What does a strong culture mean? a. A culture that changes frequently b. A culture that is loosely defined and inconsistent c. A culture in which the core values are intensely held and widely shared d. A culture that only focuses on financial performance	2	CO1
Q 10.	What does organizational development (OD) focus on? a. Technical improvements b. Humanistic-democratic values to improve organizational effectiveness and employee well-being c. Increasing financial performance d. Enhancing product quality	2	CO1
SECTION B 4Qx5M= 20 Marks			
Q 11.	What role does the external environment play in shaping organizational behavior, and how can managers adapt to these influences?	5	CO2
Q 12.	How do nature and nurture interact to shape an individual's personality, and which do you believe plays a more significant role?	5	CO2
Q 13.	How do the components of attitude (cognitive, affective, and behavioral) influence workplace behavior, and which component do you believe has the most significant impact?	5	CO2
Q 14.	What are the potential benefits and drawbacks of using positive and negative reinforcement to modify employee behavior in the workplace?	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q 15.	A manufacturing firm is experiencing low morale due to perceived inequities in pay and recognition among employees in different departments. Management wants to apply Adam's Equity Theory to address these issues. Analyze the key steps the management should take to identify and address these inequities, and suggest strategies to maintain fairness across the organization	10	CO3

Q 16.	A project team is facing role conflicts due to unclear role expectations and perceptions among its members. This conflict is hindering the team's ability to work cohesively and meet project deadlines. Analyze the situation and propose solutions to clarify roles and improve team dynamics.	10	CO3
Q 17.	A project leader in a tech company is managing a diverse team with varying levels of experience and expertise. The leader has been primarily using a transactional leadership style but is noticing that this approach is not resonating with all team members. Analyze how the leader could incorporate transformational and coaching leadership styles to better engage the team and enhance productivity.	10	CO3

SECTION-D
3Qx10M= 30 Marks

Q 18.	<p style="text-align: center;">The Persuasion Imperative</p> <p>At one point in time, bosses gave orders and subordinates followed them without question. Those of you who have seen the AMC series Mad Men—based on Madison Avenue marketing executives in the 1960s—will know this image of deference to authority, obedience to those higher up in the hierarchy, and relationships between supervisors and employees that are highly paternalistic. With time comes change. The male-dominated organization with rampant sexual harassment portrayed in Mad Men is far less prevalent than it was in the 1960s. Laws and policies are in place that better protect employees against the sometimes-capricious whims of supervisors. Another sign of shifting cultural values is the way managers use their power. Commandments are out. Persuasion is in. When IBM manager Kate Riley Tenant needed to reassign managers and engineers to form a database software team, she had to persuade IBM employees from all corners of the globe, none of whom directly reported to her. According to Tenant, it’s a big change from when she started in the field 20 years ago. “You just decided things, and people went off and executed,” she said. Now, “not everybody reports to you, and so there’s much more negotiation and influence.” John Churchill, a manager with Florida-based Gerdau Ameristeel Corporation, agrees. The question now, he says, is, “How do I influence this group and gain credibility?” At IBM, the challenge of persuading employees across reporting relationships has become so significant that the firm developed a 2-hour online course to help managers persuade other employees to help with projects crucial to its business. IBM’s tips for managers include the following:</p> <ul style="list-style-type: none"> • Build a shared vision. • Negotiate collaboratively. • Make trade-offs. • Build and maintain your network <p>Despite meeting initial resistance, after completing the training program, Tenant was able to persuade most IBM managers and engineers to join the team. This doesn’t mean authority has lost all its power. Robert Cialdini, a social psychologist who has studied persuasion for decades, lists authority as one of his keys to influence. Even more important may be “social</p>	30	CO2
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proof”—Cialdini and others have found that people are often deeply persuaded by observing what others are doing. From his research, no message more effectively got hotel guests to reuse their towels than citing statistics that others were reusing their towels. So, if you’re a manager who needs to persuade, present the vision behind the request and be collaborative, but it also wouldn’t hurt to tell those you’re trying to persuade about others who have already agreed to your request.

Case Questions (10 Marks each)

- a) Are the precepts of the IBM training program consistent with the concepts of Power and Politics? Why or why not?
- b) Again, based on the concepts from Power and Politics in organizations, are there other keys to persuasion and influence that might be added to the IBM program?
- c) If you had a manager who wanted you to do something against your initial inclination, which of IBM’s elements would work best on you? Why?