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

Course: Organizational behaviour   **Semester: I**

Programme: MBA (O&G/ET/BA)   **Code:HRES 7002**

Time: 03 hrs.   **Max. Marks: 100**

Instructions:

SECTION A
All sections are compulsory. (20 Marks)

S. No.		Marks	CO
Q 1	The _____ view suggests that heredity and the environment interact to influence the development of individual differences. a. Interactionist b. Differential c. Instrumental values d. Terminal values	**2**	**CO 1**
Q 2	"The degree to which a person is dependable, responsible, organized, and forward looking" is which of the Big Five dimensions of personality? a. Conscientiousness b. Extraversion/introversion c. Openness to experience d. Emotional stability	**2**	**CO 1**
Q 3	The tendency to underestimate situational factors and overestimate personal factors when making attributions about others' actions is called: a) Actor-observer difference b) Fundamental attribution error c) Stereotype d) Halo effect	**2**	**CO 1**
Q 4	Which motivation theory suggests that people will be motivated when they expect that their efforts will result in desirable outcomes? a. Equity theory b. Expectancy theory	**2**	**CO 1**

	c. Goal setting theory		
	d. Reinforcement theory		
Q 5	Which of the following is not true of teams? a. When teams are less managed, team members tend to be more motivated, creative, and learn faster. b. Teams seem to perform better under some circumstances than larger organizational groupings. c. When weaker performers are a part of a team, they become better. d. Teams measure their own quality and effectiveness.	**2**	**CO 1**
Q 6	_____involves high concern for satisfying your own needs and the needs of others. a. Collaboration b. Competition c. Accommodation d. Avoidance	**2**	**CO 1**
Q 7	Fiedler's contingency model of leadership suggests all of the following, except: a. Effective group performance is based on the match between the leader's style and the degree to which the situation enables the leader to exert influence. b. It considers the leader's style in terms of tasks and relationships. c. It considers key situational factors such as the degree of the task, the power of the follower in the situation, and the relationship with the follower. d. Relationship oriented leaders will be most effective when the situation provides control.	**2**	**CO 1**
Q 8	_____ leadership states that the leader remains true to their values, preferences, hopes and aspirations, and acts in a way that is consistent with those values and beliefs. a. Shared b. Authentic c. Collaborative d. Value-based	**2**	**CO 1**
Q 9	_____changes are often developed in the course of a planning process that considers the mission, vision, and values of the organization. a. Strategic b. Grassroots c. Incremental	**2**	**CO 1**

	d. Discontinuous		
Q 10	--------------------------- are the patterns of believing or acting that are taken for granted to the point where they are not even questioned by the members of the organization. a. Culture b. Artifacts c. Assumptions d. Values	**2**	**CO 1**

SECTION B (20 Marks)
Attempt any four

Q 1	You are part of a task force to increase worker responsiveness to emergencies on the production floor. Identify four factors that should be considered when installing a device that will get every employees' attention when there is emergency.	**5**	**CO2**
Q 2	Imagine that you are about to go on stage to host an event. How would the phenomenon of social facilitation account for your performance?	**5**	**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.	**5**	**CO2**
Q 4	In today's economy, where replacing employees can be an expensive propositions. It pays to be able to maintain a highly committed workforce. Of the various things that can be done to promote commitment to an organization. Which tactics do you believe may be most effective?	**5**	**CO2**
Q 5	How does organizational culture influence individuals and organizations, and what makes organizational culture change?	**5**	**CO2**

SECTION-C (30 marks)
Attempt any two

Q 1	Based on your understanding of the concept of motivation, explain why some employees are motivated to show up for work during a heavy rain whereas others make no effort to leave their homes.	**15**	**CO 3**
Q2	Suppose you had to choose an assistant. Would you prefer someone who is high in conscientiousness but low in agreeableness, or someone who is high in agreeableness but low in conscientiousness? Why?	**15**	**CO 3**
Q3	The attribution process is inherently inaccurate and subject to bias. In view of this, what chance do you think managers have of making accurate assessments of their subordinates' job performance? What could be done to combat these limitations, thereby making these important assessments more accurate?	**15**	**CO 3**

	SECTION-D (30 marks) **Read the case study carefully and answer the following questions**		
Q 1	In order to effectively manage up, what things should Grace understand about herself?	**5**	**CO 1,2,3,4**
Q 2	In order to effectively manage up, what things should Grace understand about Landon?	**5**	**CO 1,2,3,4**
Q 3	Should Grace send that email to Bill? What would be the likely impact on Landon? On Grace?	**10**	**CO 1,2,3,4**
Q 4	Grace has request you to help her. Develop a plan for her to manage her relationship with Landon in order to meet her career goals.	**10**	**CO 1.2.3.4**

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S. No.		Marks	CO
Q 1	The study of individual behavior and group dynamics in organizational settings describes the content of study in: a. organization theory b. organization design c. organizational behavior d. organizational development	**2**	**CO 1**
Q 2	Science of human behavior and individual differences is: a. anthropology b. sociology c. engineering d. psychology	**2**	**CO 1**
Q 3	A relatively stable set of characteristics that influence an individual's behavior defines: a. behavioral predispositions b. personality c. the humanistic approach to behavior d. the approach emphasizing the perceptual process	**2**	**CO 1**
Q 4	Generalized self-efficacy is the general: a. feeling of one's self-worth b. extent to which people base their behavior on cues from other people and situations c. belief about one's own capabilities to deal with the events and challenges that make life demanding d. belief about self or situational control over what happens to them	**2**	**CO 1**
Q 5	Which of the following is NOT a limitation of classical conditioning? a. Humans are more complex and less amenable to simple cause-and-effect conditioning. b. Behavioral environments in organizations are complex and not very amenable to single stimulus-response manipulations. c. Unconditioned responses and unconditioned stimulus have not been connected in humans. d. Complex human decision-making makes it possible to override simple conditioning.	**2**	**CO 1**

Q 6	A form of operant conditioning that has been used successfully to shape organizational behavior is known as: a. job enrichment b. organization development c. employee empowerment d. organizational behavior modification	**2**	**CO 1**
Q 7	_____ leadership states that the leader remains true to their values, preferences, hopes and aspirations, and acts in a way that is consistent with those values and beliefs. a. Shared b. Authentic c. Collaborative d. Value-based	**2**	**CO 1**
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Q 10	A form of operant conditioning that has been used successfully to shape organizational behavior is known as: a. job enrichment b. organization development c. employee empowerment d. organizational behavior modification	**2**	**CO 1**
	SECTION B (20 Marks) **Attempt any four**		
Q 1	You have been assigned to a project with five other members from different departments, none of whom you have met before. To what extent would team cohesiveness improve your team's performance on this project? What actions would you recommend to build team cohesiveness among team members in this situation?	**5**	**CO2**
Q 2	Your employees are skilled and experienced customer service representatives who perform non-routine tasks such as solving unique customer problems or special needs with the company's equipment. Using your understanding of contingency perspective of leadership to identify most appropriate leadership style(s) you should use in this situation	**5**	**CO2**
Q 3	One of the strategies that has been recommended for enhancing job satisfaction is to make jobs more fun. We all like having fun, of course, but do you really think this matters when it comes to job satisfaction? In other words, is job satisfaction promoted		

	by just having a pleasant, joking atmosphere in the work place? Or is what really matters making the work itself more interesting and enjoyable to perform. Explain your thoughts in this matter.	**5**	**CO2**
Q 4	What would you think you would do if faced with a situation in which obeying the norms of your organization would lead you to perform actions you considered illegal or unethical? Would you resist? What would be the consequences of resisting or going along?	**5**	**CO2**
Q 5	Explain the factors that determine the individual behaviour and work performance.	**5**	**CO2**

<table>
<tr><td colspan="4" align="center">SECTION-C (30 marks)
Attempt any two</td></tr>
<tr><td>Q 1</td><td>Suppose that you are a top executive of a large organization about to undertake an ambitious restructuring plan that involves massive change in job responsibilities for most employees. Explain why people might be resistant to such changes and what steps could be taken to overcome resistance and implement change successfully?</td><td>15</td><td>CO 3</td></tr>
<tr><td>Q2</td><td>An insurance company has high levels of absenteeism among the office staff. The head of office administration argues that employees are misusing the company's sick leave benefits. However, some of the female employees have explained that family responsibilities interfere with work. Based on your understanding of the concepts of individual behaviour and performance explain the possible reasons for absenteeism and how it might be reduced?</td><td>15</td><td>CO 3</td></tr>
<tr><td>Q3</td><td>Organizational culture is a mushy concept. You cannot see it, yet you know it is there. Based on the classroom discussion and your understanding of the concept, please mention at least five indicators of organizational culture of an organization (School, University, your previous organization etc.) that you are familiar with.</td><td>15</td><td>CO 3</td></tr>
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