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| Name: |  UPES <small>UNIVERSITY OF TOMORROW</small> |
| Enrolment No: | |

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, Dec 2022

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| Course: Organization Behavior | Semester: 1 |
| Program: MBA (All Programs) | Time: 03 hrs |
| Course Code: HRES 7011 | Max. Marks: 100 |

SECTION A
10Qx2M=20Marks
Note – Fill in the Blanks (One word answer)

| S. No. | Question | Marks | CO |
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| 1 | An employee going beyond the assigned work responsibilities and engaging in doing this for common good is _____ behavior | [2] | CO1 |
| 2 | _____ measure in personality indicates the person feels he has all the capabilities required to achieve the objectives | [2] | CO1 |
| 3 | Having a high _____ area in personality as per the Jo-Hari window profile will make a person more acceptable by the peers and avoid conflicts | [2] | CO1 |
| 4 | My success is because of internal factors, while others success is owed to external factors is _____ bias in perception | [2] | CO1 |
| 5 | Learning is a natural process. People learn by direct observation and interaction is _____ theory of learning | [2] | CO1 |
| 6 | Lack of _____ component of motivation will make a person chasing so many goals, leading to not having focus. | [2] | CO1 |
| 7 | As per two factor theory of motivation achievement need is a _____ factor | [2] | CO1 |
| 8 | According to Leadership Matrix, _____ type of leadership style is usually expected to be practiced in today’s progressive, and best organizations in the world | [2] | CO1 |
| 9 | If a person engages with a conflicting situation with his best friend. He is more likely to utilize _____ intention to handle the conflict. | [2] | CO1 |
| 10 | The model of change involving unfreezing, movement, and re-freezing is given by _____ | [2] | CO1 |

| SECTION B 4Qx5M= 20 Marks | | | |
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| Q11 | What is two factor theory of motivation? Explain giving relevant practical examples. | [5] | CO2 |
| Q12 | Explain the Hershey and Blanchard situational theory of leadership. What do you think are the several criticisms of this theory? | [5] | CO2 |
| Q13 | What is Organizational Behavior (OB)? What is the significance of application of theories and principles of OB on the success of a business organization? What is the relevance of theories of OB? | [5] | CO2 |
| Q14 | What is Jo-Hari window profile? Discuss the applications of Jo-Hari window model to enhance individual abilities. | [5] | CO2 |
| SECTION-C 3Qx10M=30 Marks | | | |
| Q15 | A company globally known for fast moving consumer goods (FMCG) manufactures and sells a wide range of consumer personal care products in India. The company owns the most valued tooth paste brand in India. Recently the company has decided to launch a mouth wash. Upon a market research survey the company came to know that Indian consumers know little about the benefits of mouth wash, and so largely do not use it. The company decides to launch an advertisement drive to make the consumers learn to use the mouth wash. Explain how the company can utilize classical conditioning theory to make the consumers learn so. | [10] | CO3 |
| Q16 | Interviews are widely used as a selection tool. From selection of an accountant, to selecting the CEO of the company, interviews end up being the last decisive step. But interviews come with a number of biases. What are the several biases that can creep in an interview process? Explain citing relevant practical examples. What strategies may a company utilize to counter these biases? | [10] | CO3 |
| Q17 | Traditional view of managers has been that conflict among members of the organization is something to be avoided, as conflict leads to diversion of individual effort to conflict resolution rather than performance. But now managers have started viewing calibrated levels of conflict to boost the performance of teams. Discuss the role and significance of organizational conflict on individual and group performance. Identify the situations in which conflict may hamper, or may propel performance among individuals and groups | [10] | CO3 |
| SECTION-D 2Qx15M= 30 Marks | | | |
| | <i>Go through the case given below and answer the questions that follow:</i> Helen Bowers was stumped. Sitting in her office at the plant, she pondered the same questions she had been facing for months: how to get her company's employees to work harder and produce more. No matter what she did, it didn't seem to help much. Helen had inherited the business three years ago when her father, Jake Bowers, | | |

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| | <p>passed away unexpectedly. Bowers Machine Parts was founded four decades ago by Jake and had grown into a moderate-size corporation. Bowers makes replacement parts for large-scale manufacturing machines such as lathes and mills. Although Helen grew up in the family business, she never understood her father's approach. Jake had treated his employees like part of his family. In Helen's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints.</p> <p>In addition to changing the way employees were treated, Helen had another goal for Bowers. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both a threat and an opportunity. On the one hand, if she could get an opportunity as a parts supplier to these firms, Bowers could grow rapidly. On the other, the lucrative parts market was also sure to attract more Japanese competitors.</p> <p>From the day Helen took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time.</p> <p>Helen also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner—her.</p> <p>All in all, Helen thought, things should be going much better. Output should be up, and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits.</p> <p>But that was not happening. Whenever Helen walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher than before, but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially, and training costs had gone up as a result.</p> <p>In desperation, Helen finally had hired a consultant.</p> | | |
| Q-18 | Helen, in her scheme of things has tried to make the company more competitive and profitable, but the result is high HR cost despite low payroll cost. What are the OB issues that Helen is facing? | [15] | CO4 |
| Q-19 | If you were Helen's consultant, what would you advise her to do, applying your knowledge of principles and theories of OB? | [15] | CO4 |