



Name:

Enrolment No:

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

Supplementary Examination, Dec 2023

Course: Mgmt. Principles & Org. Behavior

Program: MBA Core

Course Code: HRES 7016

Semester: 1

Time: 03 hrs

Max. Marks: 100

Instructions: The Question Paper has 4 sections. All Questions are compulsory. Follow the instructions in each section to answer the questions

SECTION A

1. Each Question will carry 2 marks

2. Instruction: Select the most appropriate answer

S. No.		Marks	CO
1	What is the main focus of Scientific Management? a. Employee empowerment b. Time and motion studies c. Total quality management d. Organizational culture	[2]	CO1
2	Which function of management involves assigning tasks, grouping tasks into departments, and allocating resources? a. Planning b. Organizing c. Directing d. Controlling	[2]	CO1
3	What is the foundation of Organizational Behaviour? a. Technology b. Personality c. Marketing d. Finance	[2]	CO1
4	What is the term for a relatively permanent change in behavior that occurs through experience? a. Perception b. Learning c. Motivation d. Attitude	[2]	CO1

5	<p>According to Likert's Four Systems of Leadership, which system involves a high level of trust and confidence in subordinates?</p> <p>a. Exploitative-Authoritative b. Benevolent-Authoritative c. Consultative d. Participative</p>	[2]	CO1
6	<p>How does conflict contribute to organizational dynamics?</p> <p>a. Enhances team work b. Stifles creativity c. Promotes uniformity d. Reduces stress</p>	[2]	CO1
7	<p>What is the significance of organizational culture in an organization?</p> <p>a. It has no impact on performance b. Influences employee behavior c. Slows down decision-making d. Increases hierarchy</p>	[2]	CO1
8	<p>According to Kurt Lewin's Theory of Change, what are the three stages in the change process?</p> <p>a. Freeze, Transition, Unfreeze b. Unfreeze, Change, Refreeze c. Change, Transition, Unfreeze d. Unfreeze, Refreeze, Transition</p>	[2]	CO1
9	<p>At which management level are strategic decisions typically made?</p> <p>a. Top management b. Middle management c. First-line management d. Operational management</p>	[2]	CO1
10	<p>What is the rational decision-making model based on?</p> <p>a. Intuition b. Emotional reactions c. Logic and reasoning d. Random choices</p>	[2]	CO1

SECTION B

- 1. Each Question will carry 5 marks**
- 2. Write short / brief notes**

Q11	Explain the key principles of Scientific Management and their relevance in contemporary organizations.	[5]	CO2
Q12	Describe the process of decision-making in management. Discuss the factors that may influence decision-making in an organization.	[5]	CO2
Q13	Discuss the foundations of Organizational Behavior and their significance in understanding human behavior at work.	[5]	CO2
Q14	Explain the concept of organizational culture. How does it impact the overall functioning of an organization?	[5]	CO2

SECTION C (Scan and Upload)

1. Each Question carries 10 marks
2. Instruction: Write Long Answers

Q15	Discuss the different management levels and their respective roles in an organization. How do these levels contribute to organizational success?	[10]	CO3
Q16	Elaborate on the elements of human behavior at work, focusing on personality and perceptual processes. How can an understanding of these elements benefit management practices?	[10]	CO3
Q17	Examine the leadership styles and functions of leaders. Compare and contrast Transformational-Transactional and Charismatic-Visionary Leadership.	[10]	CO3

SECTION D

1. Each Question carries 15 marks
2. Instruction : Write Long Answer

	<p><i>Go through the case given below and answer the questions that follow</i></p> <p align="center">Case Study: Navigating Organizational Transformation</p> <p>You are the newly appointed CEO of a well-established manufacturing company facing significant challenges in the rapidly evolving market. The company has been using traditional production methods and is struggling to adapt to the advancements in technology and changing customer preferences. As the CEO, you are tasked with leading a comprehensive organizational transformation to ensure the company's sustainability and competitiveness.</p> <p>Background: The company, which once dominated the market, has been experiencing declining sales and market share. The workforce is accustomed to traditional practices, and there is a resistance to change. The organizational culture is characterized by hierarchy and a reluctance to embrace innovation. To address these issues, you have decided to implement a series of changes, including adopting state-of-the-art technology, restructuring business processes, and fostering a culture of continuous improvement.</p> <p>Challenges: Resistance from long-term employees who are attached to traditional methods. Limited understanding among employees regarding the benefits of technological advancements.</p>		
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<p>Q18</p>	<p>Lack of a culture that encourages innovation and adaptability. Need for upskilling and retraining of the existing workforce.</p> <p>Develop a comprehensive communication strategy to introduce and explain the upcoming organizational changes to employees. Highlight the key messages you would convey, the communication channels you would utilize, and how you would address concerns and questions from employees. Additionally, discuss how you would ensure transparency and build trust among the workforce.</p>	<p>[15]</p>	<p>CO4</p>
<p>Q19</p>	<p>Resistance to change is a common challenge in organizational transformations. Identify potential sources of resistance among employees in this case and provide strategies to overcome each source. How would you involve employees in the change process to make them active participants, fostering a positive attitude towards the transformation? Discuss the role of leadership in creating a supportive environment for change.?</p>	<p>[15]</p>	<p>CO4</p>