

Name:

Enrolment No:

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2019

Course: ORGANIZATIONAL BEHAVIOUR
Semester: IV
Program: BBA-AO
Time: 03 Hours
Course code: HRES 2001
Max. Marks: 100
Instructions: Read the instructions carefully
SECTION A

		Marks	CO
	Multiple choice questions: (All questions are compulsory in this section. Each questions carries 2 marks)	20	
1.	Least Preferred Co-worker (LPC) model of leadership was developed by a. Martin Evans b. Robert House c. Fred Fielder d. Whetton	2	3
2.	_____ theory believes that employees dislike work a. X theory b. Y theory c. Z theory d. None of these	2	4
3.	Which one of the following is/are leadership theories? a. Trait theory b. Behavior theory c. Contingency theory d. All of these	2	3

4.	<p>Path goal theory is propounded by</p> <ul style="list-style-type: none"> a) Robert House b) Hersey & Blenchar c) Paul Hersey d) Fred Fiedler 	2	4
5.	<p>_____ is a relatively permanent change in behavior that occurs as a result of experience.</p> <ul style="list-style-type: none"> a) Behavior modification b) Learning c) Motivation d) Skills 	2	3
6.	<p>Engaging in work behaviour and striving hard to perform well for the primary purpose of fulfilling one's own satisfaction, pride and happiness is called:</p> <ul style="list-style-type: none"> a) Social Motivation b) Intrinsic Motivation c) Extrinsic Motivation d) Esteem Motivation 	2	1
7.	<p>The first stage of Lewin's three step of change model is</p> <ul style="list-style-type: none"> a) Unfreezing b) Freezing c) Stabilizing d) Moving 	2	2
8.	<p>Which of the following is not a part of hygiene factor of two factor theory</p> <ul style="list-style-type: none"> a) Company policy b) Administration c) Responsibilities d) Interpersonal relations 	2	2
9.	<p>Which of the following is the characteristics of motivation</p> <ul style="list-style-type: none"> a) Is a complex process b) Is both positive and negative c) Is an internal feeling d) All of the above 	2	2
10.	<p>Belief, opinion, knowledge, emotions, feeling intension are the component of</p>	2	4

	<ul style="list-style-type: none"> a) Ob b) Job satisfaction c) Attitude d) personality 		
SECTION B			
	Short answers type questions All questions are compulsory in this section. Each questions carries 5 marks.	20	
11.	What is organizational change? Describe Lewin's three step model for organization change.	5	3
12.	Write short notes on any two of the following: <ul style="list-style-type: none"> a) Process of conflict management (5) b) Stages of group formation (5) c) Theory X and theory Y (5) 	10	3
13.	Explain the trait theory with reference to Mahatma Gandhi?	5	3
SECTION-C			
	Long answers type questions. (Each questions carries 10 marks. Attempt any three questions in this section)	30	
14.	What is conflict management? Explain the conflict management techniques used in organization with examples.	10	3
15.	Distinguish between Maslow's need priority model and Herzberg's two factor theory of motivation. How Maslow's theory help managers in motivating the employees. Explain any three theories of leadership.	10	4
16.	Explain any three theories of leadership. <p style="text-align: center;">OR</p> All managers must have leadership qualities but not all leaders cannot have managerial qualities. Discuss.	10	4
17.	What are the functions of organization culture? Explain the process of organization culture?	10	2
SECTION-D			
	Case study (All questions are compulsory in this section. Each questions carries 15 marks)	30	
			4

Mr. Natarajan is working in the capacity of a Senior Manager in BNB Courier Services Pvt Ltd for the last 20 years. His track record of performance for past 20 years is excellent. He is known as very disciplined and sincere manager. He is being termed as a role model for new appointees by the directors of the company. Of late, he seems not very happy with the developments in his office. He keeps on grumbling about the new junior managers and their attitude towards job. He strongly opposed the ‘Work from Home’ policy announced by top management for junior tech savvy managers. Mr. Natarajan is very strict about work place discipline and reporting timings. This has sparked conflict between him and the new batch of junior managers. He started feeling that Top Management is very soft on new batch of junior managers and gradually his importance is waning.

He is unable to hide frustration and many a times becomes critically vociferous in meetings with top management representatives.

Now there is a question before top management how to console veteran of 20 years and keep cordial relations in an organization?

Questions:

1. Elaborate the different types of conflicts, observed in the above case study and possible solutions for it.
2. Consider yourself in the place of Top Management and describe the strategy to maintain cordial relationship in an organization.

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