

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**

**End Semester Examination (Online) – Jan, 2021**

**Program: BBA (FBE)**

**Subject/Course: Organizational Behaviour**

**Course Code: HRES 2001**

**Semester: I**

**Max. Marks: 100**

**Duration: 3 Hours**

<b>SECTION A</b>		
<b>Q.No</b>	<b>Each question of 5 marks Instruction: Fill in the blanks</b>	<b>COs</b>
1-	A culture which expresses the core values that are shared by a majority of the organization's members is known as ----- culture	CO1
2-	In an experiment it was found that one person pulling on a rope alone exerted an average of 63 kilograms of force. However, in groups of three, the per person force dropped to 53 kilograms, and in groups of eight it was reduced to only 31 kilograms per person. What phenomenon of group dynamics is being exhibited here? -----	CO4
3-	When downsizing is announced in a company many employees fear being laid off. It triggers their -----need.	CO3
4-	An increase in salary fails to motivate employees because, according to Herzberg salary is a -----factor	CO2
5-	The five different ways of resolving an organizational conflict are -----, -----, -- -----, ----- and -----	CO1
6-	Organizational behavior is ----- in nature	CO1
<b>SECTION B</b>		
	<b>Each question of 10 marks Instruction: Write short answers</b>	
7-	With the help of a flow diagram, explain the perceptual process. Also describe two perceptual errors.	CO2
8-	Between the classical conditioning and reinforcement theory which one is more relevant while molding the behavior of employees in an organization? Why? Substantiate with an example.	CO4
9-	Motivation of employees is crucial for the organizations and managers need to understand this. Out of all the motivation theories you know discuss any one and critically analyse it.	CO2

10-	What do you understand by the term ‘group’? Briefly describe the five stage model of group formation.	CO2
11-	Define the term ‘Organizational Culture’. Differentiate between a ‘weak culture’ and a ‘strong culture’ OR Draw a flow diagram to show the process of organizational conflict	CO2
	<b>SECTION C</b>  <b>This question is of 20 marks</b> <b>Instruction: Read the caselet and answer the question which follows</b>	CO4
12-	<p>Indigo software (Indigo), set up in Hyderabad in the early 1917, with an initial strength of 150, grew to become the country’s leading software development firm in the year 2000, with around 18000 employees on its rolls. The company's success can be attributed to the values upheld by its founders. Indigo’s flounders believed that to retain its place in the dynamic business environment, the company had to develop leaders of high-quality who kept a global perspective in mind while working in the organisation. With this aim, the company established the Leadership Learning Institute (LLI) to nurture leadership qualities among its employees across the globe.</p> <p>The vision of Indigo's founders was to make it big in the Global Business arena and to transform the company from being just a software developing firm to one providing Consultancy Services to organisations to help them meet their strategic goals. Indigo used its leadership Centre to direct itself in a planned and controlled manner to achieve this objective. The centre was used as an avenue to spread knowledge and corporate values throughout the company.</p> <p>During its initial years, the Organisation was small enough to make it possible for its founder, Janardhan Rao, to personally interact with his employees. This sallowed the employees to observe and emulate the leadership qualities of their employer. However, with an increase in the number of employees, it became difficult for the chief to address his workforce personally. Therefore, the company set up a leadership development centre with the aim of developing leadership qualities among the organisational members.</p> <p>At the centre, employees from various operational centres of the company spread across the globe and of different nationalities were imported training in leadership qualities. They were divided into groups of 400, each group being periodically sent to workshops, where leadership training was imparted to them over 4 weeks. The workshop revolved around the objective of developing timeless leadership principles that would help the company withstand that competition outside and other contingencies. Members of the workshop</p>	

were also trained in effective decision making. Once they successfully completed their training, these employees were given opportunities to hone their leadership skills in the organisation and transfer their knowledge to other organisational members.

With establishment of LLI, Indigo attempted to develop leadership from within and address business risks through succession planning, keeping a holistic outlook in mind.

**a)** Indigo's founders believed that if the company had to survive in the dynamic business environment, it would have to develop leaders of high quality from within the organization, who had a global perspective. Do you think that Indigo's founders can teach leadership in 'Leadership Development Centers' or is it an in-born trait in individuals? Explain your view point in the context of the Trait theory of leadership.

**OR**

**b)** Which one of the three styles (autocratic, democratic and laissez faire) do you think will be the best for the given organization? Why?