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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 Global | 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 | The Maslow's Hierarchy of needs talks about the _____, _____, _____, _____. | [2] | CO1 |
| 2 | _____ is the way the set of tasks, or an entire job is structured in a way that the tasks to be done are understood. | [2] | CO1 |
| 3 | Having a high _____ area in personality as per the Jo-Hari window profile will make a person unreliable and unpredictable | [2] | CO1 |
| 4 | My success is because of internal factors, while my failures are owed to external factors is _____ bias in perception | [2] | CO1 |
| 5 | Learning is a result of perceived outcomes of learning is propounded by _____ theory of learning | [2] | CO1 |
| 6 | _____ component of motivation will decide how many times a person will try again after failing | [2] | CO1 |
| 7 | _____, _____, _____ and _____ are the triggers for change in organization. | [2] | CO1 |
| 8 | According to Leadership Matrix, _____ type of leadership style is usually expected to be practiced in an organization which is about to be closed. | [2] | CO1 |
| 9 | If a person engages with a conflicting situation with his/her parents, he/she is more likely to utilize _____ intention to handle the conflict. | [2] | CO1 |
| 10 | The contingency plans for adjusting to unexpected forces is known as _____. | [2] | CO1 |

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| SECTION B 4Qx5M= 20 Marks | | | |
| Q11 | Explain the force field analysis method. Explain how it can enable and restrict change in an organization. | [5] | CO2 |
| Q12 | Explain what BCG matrix is and how it impacts the organization's strategy and planning? | [5] | CO2 |
| Q13 | Briefly describe two individual and two organizational barriers to change. | [5] | CO2 |
| Q14 | Explain the Herzberg two factor theory, also give an example where it can be used in an organization. | [5] | CO2 |
| SECTION-C 3Qx10M=30 Marks | | | |
| Q15 | You are a newly appointed Sr manager for a well-established brand of dairy products. There has been a surge of new entrants and a shift towards purely organic products. It has also come to your knowledge that the packaged milk of your company is facing a major drop in sales. However, the processed dairy products are found to be increasing in sales, especially from the loyal customer market. What are the restraining forces for growth of organization and how has the need for the customer changed for the organization? What are the changes that as an organization you feel would be beneficial for retaining the market base in presence of other competitor? | [10] | CO3 |
| Q16 | Satish is a young business executive. Having done his graduation in engineering and then post-graduation in management from one of the most prestigious colleges in India, Satish was offered a campus placement in one of the biggest brands in Automobile industry as a sales engineer. After working in the first company for eight years, now Satish has joined another company which is the Indian subsidiary of the biggest e-commerce brand in the world. Satish is leading a team of 20 people who directly report to him. His new team members are all elder to him, and have reluctance in accepting him as a leader, as they feel they are more experienced than Satish. Advise Satish on how he would face this leadership situation. | [10] | CO3 |
| Q17 | Ajay is a product manager at a manufacturing organization. The govt has brought in new policies to check and maintain the quality of the products in manufacturing industry. The shift is to be communicated at the ground level as well. What are the barriers that Ajay may face for bringing in the changes in the manufacturing industry? | [10] | CO3 |
| SECTION-D 2Qx15M= 30 Marks | | | |
| | <i>Go through the case given below and answer the questions that follow</i> MTCR is a leading company in the development and manufacturing of a broad range of custom hardware solutions. Sally has been a senior manager at MTCR for four years and leads a team in the custom services area of the company. In a recent 360-degree survey, Sally scored above average (at the 70th percentile) in the competency, Inspires and Motivates Others to High Performance. Her report also indicated that her | | |

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| <p>Q-18</p> <p>Q-19</p> | <p>manager, peers, and direct reports saw this competency as a critical one for someone in her position. Some of the written comments in her survey indicated that if she demonstrated and applied this competency more often, it would have a significant positive impact on her success on the job. For these reasons, she's focusing her personal leadership development over the next year on this competency.</p> <p>David is one of Sally's direct reports who has worked at MTCR for more than nine years and whose historical performance has been excellent.</p> <p>It's generally known among the team that David doesn't have as strong a technical background as most of his colleagues. At the same time, it's also well known that he has a very efficient work style and puts in any extra hours needed to meet personal and team goals. He transferred from a different group and joined Sally's team almost two years ago. Unfortunately, David has had several performance setbacks on the job over the last three months. One of them revolved around some critical missed assignments and late deliveries. Sally had assigned him two projects with some stretch goals that were not easy for David to hit but had made those assignments specifically to give him development opportunities he had requested.</p> <p>This approach was typical for her, as she generally has a positive approach and displays confidence in her team members. She had worked together with him on his plans and had checked in regularly with him during the weeks leading up to the delivery dates. Each time she was assured by him that everything was on track. These were very visible failures that ended up impacting the performance of Sally's entire team. The other setbacks were related to workplace confrontations he had at different times with several of his teammates following the missed assignments.</p> <p>During Sally's coaching meetings with David over the last two weeks, she learned that there are several things that are likely contributing to David's recent performance issues. He shared some personal financial and family issues that clearly have him worried. He's also concerned about some process and role changes on the team that Sally instituted a few months ago that have caused changes in his day-to-day work responsibilities. David has accepted Sally's feedback and recognized and taken responsibility for his actions. Although his personal issues are improving, they're still an obvious worry to him One of Sally's greatest concerns is how to get this formerly excellent performer back on track.</p> <p>How does motivating the subordinates help in enhancing the performance at the workplace? What should Sally do to improve David's performance?</p> <p>David had some personal issues that may come under individual level, how does individual level affect the Group and organization level of an employee in the organization? Explain what should Sally do about it?</p> | <p>[15]</p> <p>[15]</p> | <p>CO4</p> <p>CO4</p> |
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