

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2018

Course: Organisational Behaviour

CC: HRES2001

Semester: III

Programme: BBA -LM

Time: 03 hrs.

Max. Marks: 100

Instructions: Section 'A' is for 20 marks. In section 'A', attempt all statements in question 1 as instructed, each statement carries 1 mark. Section 'B' is for 20 marks. In section 'B', attempt four questions each question carries 5 marks. Section 'C' is for 30 marks. In section 'C', attempt three questions each question carries 10 marks. Section 'D' is for 30 marks. In section 'D', attempt all questions each question carries 6 marks.

SECTION A

S. No.		Marks	CO
Q 1	Attempt all questions. Each carries 1 mark.	20	CO1
	<p>a) Mention 'T' for 'True' and 'F' for 'False' :</p> <ol style="list-style-type: none">1. Change is inevitable.2. Organizational Behaviour guides on 'why' and 'how' of organization and its people.3. Conflict is good for the organizations.4. Roles can be ambiguous in Groups. <p>b) Fill in the blank:</p> <ol style="list-style-type: none">5. The 'co' in the term 'POSDCORB' stands for _____. (a) Cooperation (b) Communication (c) Coordination6. Dysfunctional _____ hinders group performance. (a) Change (b) Culture (c) Conflict7. _____ Change occur when some factors make organization realize, think over and finally decide that implementation of particular change is necessary. Such a change is introduced in a planned manner.8. _____ can be defined as the process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data.9. _____ is the ability to awaken in others the desire to follow common objectives.10. Ability to visualize environment and forecast its impact is known as _____ skill. (a) Technical (b) Conceptual (c) Human <p>c) Multiple Choice Questions:</p> <ol style="list-style-type: none">11. 'Where we are' and 'where we want to be', is concerned with: (a) Planning (b) Controlling (c) Communication (d) Motivation		

	<p>12. Which of the following skill combinations is required for top management in descending order? (a) Technical, Human, Conceptual (b) Technical. Conceptual, Human (c) Conceptual, Human, Technical (d) Human, Conceptual, Technical</p> <p>13. Needs theory of motivation is propounded by (a) Maslow (b) Merrick (c) Mayon (d) Muton</p> <p>14. Two sticks were presented to a monkey in the cage. Both sticks were too short to reach a bananalying outside cage. This produced an experience or insight in monkey. What monkey did without any prior exposure joined both sticks together and pulled the banana inside the cage. Therefore monkey applied the following theory (a) Cognitive (b) Operant Conditioning (c) Social Learning (d) Classical Conditioning</p> <p>15. A socially defined position or rank given to groups or group members by others. (a) Group Status (b) Group Size (c) Group Leadership (d) Group Role</p> <p>16. According to this approach conflict was viewed negatively and it was used synonymously with such terms as violence, destruction, and irrationality. (a) Traditional View on organizational conflict (b) Modern View on organizational conflict(c) Role Conflict in the organisation (d) Group Conflict in the organisation</p> <p>17. A socially defined position or rank given to groups or group members by others. (a) Group Status (b) Group Size (c) Group Leadership (d) Group Role</p> <p>18. Which out of the following is true for organizational sources of resistance to change? (a) Group Inertia (b) threat to expertise (c) Structural inertia (d) All of the above</p> <p>19. How employees learn culture? (a) Stories (b) rituals (c) language (d) all of the above</p> <p>20. Theories that consider personal qualities and characteristics that differentiate leaders from non-leaders. (a) Behavioural theories (b) Fiedler's contingency model (c) Hersey Blanchard Situational theory (d) trait theory .</p>		
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SECTION B

Q 2.	Enlist the organizational conflict resolution strategies.	5	CO2
Q 3.	Name the three stages in Lewin's Change Management Model.	5	CO2
Q 4.	Define Perception. Enlist the various stages in the perception process.	5	CO2
Q 5.	Define any two from the following: (a) Organisational Behavior (b) Personality (c) Attitude.	5	CO2
Q 6.	Define Motivation. What are the different types of motivation?	5	CO2

SECTION-C

Q 7.	Differentiate between transactional and transformational leadership.	10	CO3
Q 8.	How the Culture of an organisation is set, explain the organizational culture process.	10	CO3
Q 9.	What is Organizational Conflict explain with the help of conflict management process.	10	CO3
Q 10.	<p>Draw ABC model of attitude for any one out of the two examples given below:</p> <p>Example 1:</p> <ul style="list-style-type: none"> ○ I am angry over how little I'm paid, ○ I am going to look for another job that pays me better, ○ My pay is low. <p>Or/ Example 2:</p> <ul style="list-style-type: none"> ○ From heart, I love my job. ○ I am going to get to work early with a smile on my face. ○ My job is interesting. 	10	CO3
Q 11.	Explain the various OB Models propounded by Keith Davis.	10	CO3

SECTION-D

	<p>Background: Bruce W. Tuckman (1965) developed a 4-stage model of group development. He refined and developed the model in 1977 (in conjunction with Mary Ann Jensen) with the addition of a fifth stage. The stages of a small group development includes the following – FORMING, STORMING, NORMING, PERFORMING, and ADJOURNING. According to Heinen & Jacobson, Group development is a dynamic process, as most groups are in a continual state of change but just because groups probably never achieving complete stability does not mean that, they do not reach all stages. There is strong evidence that groups pass through a standard sequence of five stages as suggested in the Tuckman's model.</p> <p>On the basis of above theory, identify the group development stage in the examples given below. Write reason for your choice and explain the identified stage in reference to example/case given below.</p>		
Q12.	<i>Case 1: Mr. Chandra of TELCO could not join with other employees; interact with them openly during his early days of employment, as he did not know the characteristics, traits, views and behaviour of others in the company. This is because</i>	6	CO4

	<i>Mr. Chandra was not clear of human relations structure and group hierarchy of TELCO during the period.</i>		
Q13.	<i>Case 2: Mr. Prakash joined the finance department of TELCO in 2009. The Chief Finance Manager asked him to work with the other three Assistant Finance Manager of the department. The other Assistant Finance Managers imposed various limitations on the work activities and interests of Mr. Prakash. This created a conflict between Mr. Prakash and others for two months. There were confusions and confrontations. Later, Mr. Prakash was made clear that Mr. Chandra one of the Assistant Finance Manager supervises the work of all the Assistant Finance Managers.</i>	6	CO4
Q14.	<i>Case 3: Mr Chandra explained the work activities, rules and regulations of work to Mr Prakash and other Assistant Finance Managers. He started guiding and counselling all the group members in carrying out their duties. These activities developed close relations and a strong bondage of belongingness among the Assistant Finance Managers of TELCO. Members started cooperating and collaborating with each other.</i>	6	CO4
Q15.	<i>Case 4: All the Assistant Finance Managers of TELCO after developing close relations among themselves diverted all their energies towards achieving high performance and group goals by forgetting their egos and personal differences. This group achieved the targets with regard to the lowest ratio of debtors to sales.</i>	6	CO4
Q16.	<i>Case 5: The Chief Finance Manager of TELCO appointed a two –member committee with Mr. Chandra and Mr. Prakash as its members to suggest the measures to reduce the amount of cash on hand .This committee studied the issue and suggested the measures within two months of its formation. This group has been disbanded and adjourned immediately after it’s task was over.</i>	6	CO4