



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2018

Program: BBA LLB CL

Subject (Course): Organisational behaviour

Course Code :BBCH 102

No. of page/s: 5

Semester – II

Max. Marks : 100

Duration : 3Hrs

Note: All sections are compulsory.

Section – A (10 Marks)

1Marks each

1. **Expectancy theory is a theory comes under _____ theory**
a) Process b) Content c) Attribution d) perception
2. **Responsibility, Advancement etc are example of**
a) Motivators b) hygiene factors c) improvement factors d) advance factors
3. **Stereotyping generally affects the _____**
a) Organization Structure b) Behavior c) Interpersonal Relations d) Communication
4. **Which perspective is hailed as being responsible for launching research into such topics as leadership effectiveness and group dynamics?**
a) Human Relations approach b) Scientific Management c) Contingency approach d) Hawthorne Effect
5. **_____ is our perception of one personality trait influences how we view a person's entire personality.**
a) Perception b) Halo effect c) Stereotyping d) Individual Personality
6. **The _____ theory states that human mind will receive or accept only those information which it feels that it is relevant.**
a) Perception theory b) Selective Perception c) relevance Theory d) none of the above
7. **The five personality traits as per Big Five Personality Traits are**
a) Extroversion, Agreeableness, Conscientious, Emotional Stability, Openness to experience
b) Extroversion, Agreeableness, Friendly, Emotional Stability, Openness to experience
c) Extroversion, Agreeableness, Courage, Friendly, Openness to experience
d) Extroversion, Agreeableness, Conscientious, Emotional Stability, Easy going
8. **The structure of an OB model includes three levels of analysis: individual, group, and organization systems. Issues that influence all three levels in various ways and thus affect behavioural dynamics are**
a) Change & stress b) organization culture & commitment c) power & politics d) work design & technology
9. **The attitude based on Beliefs, opinion, Knowledge, or information about the particular event which the employee possesses is under _____ component of Attitude.**
a) Behavioral b) Cognitive c) Affective d) Positive
10. **Which of the following is a strategy of job design that increases job depth by meeting employees' needs for psychological growth?**
a. Job rotation b. Job enrichment c. Job enlargement d. Job engagement

Section – B (20 Marks)

Attempt any Five

4 Marks each

1. “Different situation needs different leadership styles.” Explain Leadership styles.
Or
Is a leader different from a Manager? Give reason.
2. Explain the three job redesign options.
Or
What is cognitive dissonance and also discuss the factors for its cause.
3. What do you understand by group dynamics?
Or
Is a group different from a team? Justify.
4. What is the difference between power and politics?
Or
What are the sources of power and also the consequences in an organization?
5. Define perception and also the factors influencing it.
Or
What is self-efficacy and explain its significance.
6. Identify and briefly describe the five key traits in the Big Five personality mode.
Or
What is self-efficacy and explain its significance.

Section – C (20 Marks)

Attempt any two.

10 marks each

1. Organizational Development is all about change. Explain how OD practices help in bringing about change in the Organization.
Or
What is OD Intervention? Discuss any two types of Intervention and their significance to the organization.
2. “Most effective leaders show great concern for both the task and people” Comment on the validity of the statement providing a theoretical framework
Or
What is the managerial grid? Contrast its approach to leadership with the approaches of the Ohio State and Michigan Groups.
3. “Expectancy theory is one of the most complex intricate and logical theories of motivation” Examine the truth in this statement.
Or
Motivation is a product of values one seeks and ones estimation of the probability that a certain action will lead to these values. Discuss the idea contained in the statement.
4. “Attitude is important factor for smooth functioning of any organisation”. Discuss and explain the components of attitude.
Or
Discuss the various factors affecting the perception of employees in an organization

5. What is organisational culture? What are the characteristics which help us to understand the culture of any organisation?

Or

Explain the process of group formation and characteristics of high performance team.

Section - D (50 Marks)

Attempt both case studies

25 marks each

1-Case Study/Application questions

Mr. Shroff is a talented and well experienced human resources manager of Britestar Company. He undertakes his role of HR manager by being an administrative expert and a change agent. He has always been an inspiration for his subordinates and the employees whose performance is measured and appraised by him. It is because of Mr. Shroff's 15 years of experience of working in HR departments helped him to get acquainted with various Performance Appraisal methods for evaluating the performance of his employees in a better way every time. He had always been implementing only those methods which he found result-oriented in terms of enabling the employees to know about their performance in the organization, to help them in providing adequate training, if required, to increase their potential, to provide concrete feedback and evaluate their current job performance to determine transfer, retention and termination of employees. He has been working in Britestar since last 5 years and has gained good amount of respect and faith from his employees due to his appropriate and fair performance appraisal techniques that facilitated the uses of performance appraisal. The mostly used techniques by him are Checklist method, 360° Feedback and Assessment centers.

Because of Mr. Shroff's good rapport and close relations in the recent months with his subordinates Ram Kumar and P.K. Gupta, he has developed a new tendency to appraise the performance of those employees known to Kumar and Gupta with leniency and because he finds them similar to him (personality and knowledge wise). As a result of this unfair and inappropriate appraisal of Mr. Shroff, he also evaluates the performance of the employees taking into account their recent performances only. Hence, most of the employees' productivity has reduced and is inefficient, even some of the good employees have become irresponsible towards their tasks along with different behavior showing no interest to put in their best efforts to realize the goals and mission of the company. Some employees are planning to resign as no proper feedbacks are provided when required and no better prospects for Promotions are expected to see the light of the day.

Questions:

1. What are the major problems due to which employees are resigning? Highlight the issues in the light of Organisational Behaviour as a field of study.
2. If you are asked to perform the role of Mr. Shroff, how you will going to handle this problem?

2-Case Study/Application questions

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff that provides research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff is becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff has also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff becomes distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

Questions:

1. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?
2. Which leadership style do you think a leader would need to be effective in this situation?
3. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?