

Roll No: _____

UNIVERSITY OF PETROLEUM
AND ENERGY STUDIES



School Of Business

End Semester Examination, December 2018

Program	:	BBA (OG and FT)	Semester	: III
Subject (Course)	:	ORGANISATION BEHAVIOUR	Max. Marks	: 100
Course Code	:	HRES-2001	Duration	: 3 Hrs
No. of pages	:	04		

(SECTION - A)

(10 X 2 = 20)

Multiple Choice Questions (All Questions are compulsory):

1. Which one of the following is/are leadership theories? CO1
 - a. Trait theory
 - b. Behavior theory
 - c. Contingency theory
 - d. All of these
2. Least Preferred Co-worker (LPC) model of leadership was developed by CO1
 - a. Martin Evans
 - b. Robert House
 - c. Fred Fielder
 - d. Whetton
3. ----- theory believes that employees dislike work CO1
 - a. X theory
 - b. Y theory
 - c. Z theory
 - d. None of these

4. Some people think that what happens to them is a result of fate, chance, luck etc. this is
- a. extroversion CO1
 - b. conscientiousness
 - c. internal locus of control
 - d. external locus of control

5. which of the following is / are included as structure of human mind CO1

- a. Id
- b. Ego
- c. Super ego
- d. All the above

6. Raju believes that men perform better in oral presentations than women. What shortcut has been used in this case? CO1

- a. The halo effect
- b. The contrast effect
- c. Projection
- d. Stereotyping

7. People with which type of personality trait commonly make poor decisions because they make them too fast? CO1

- a. Type As
- b. Type Bs
- c. Self-monitors
- d. Extroverts

8. If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behaviour shows _____. CO1

- a. Consensus
- b. Similarity
- c. Reliability
- d. Consistency

9. Determining how tasks are to be grouped is part of which management function? CO1

- a. Planning
- b. Leading
- c. Controlling
- d. organizing

10. ----- is largely childish, irrational, never satisfied, demanding and destructive of others

- a. Ego CO1
- b. Super ego
- c. Negative ego
- d. Id

(SECTION - B)

(4 X 5 = 20)

Short answers type questions (All Questions are compulsory):

11. Write short notes on the following: (2 x 5 Marks) CO2

- a) Theory X & Y
- b) Lewin's three step change model

12. Discuss the various stages of group formation. CO4

13. Why motivation is important in an organization? Explain the Maslow's need hierarchy theory. CO3

(SECTION - C)

(3 X 10 = 30)

Descriptive type questions (Attempt any three questions):

14. Explain any three theories of leadership. CO2

OR

All managers must have leadership qualities but not all leaders cannot have managerial qualities. Discuss. CO3

15. What is conflict management? Explain the conflict management techniques used in organization with examples. CO2

16. What do you mean by attitude? Explain in brief how attitudes are formed? CO4

17. Explain any three theories of learning? CO1

(SECTION - D)

(2 X 15 = 30)

Analytical type questions (Case-Study):

Dr. Alok Banarjee is the Chief Executive of a medium sized pharmaceutical firm in Kolkata. He holds a Ph.D. in pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Dr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is a well-known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organisation began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Dr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans. One fine morning, Dr. Banarjee contacted the Personnel Manager and enquired: —What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really? The Personnel Manager gave the following reply: —I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of non-performers'. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organisation. Our promotions and benefits plans are tied to length of service. Eeven the lazy workers, accordingly, enjoy all the benefits in the organisation, which infact, according to the workers, should go only to those who work hard. Dr. Banarjee then wanted the personnel manager to look into the problem more closely and find out a solution to the problems of workers on hourly basis.

Questions:

18. Explain the motivational problem in this case. If you were the manager, how would you motivate the employees so that they work better? CO2

19. What would be your response to Banarjee's statement (In the last para of the case), if you were the Personnel Manager in the company. CO4

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- d. Consistency

(SECTION - B)

(4 X 5 = 20)

Short answers type questions (All Questions are compulsory):

11. What is organizational change? Describe Lewin's three step model for organization change. CO2

12. Write short notes on the following: (2 x 5 Marks) CO4

- a) Process of conflict management
- b) Stages of group formation

13. What do you mean by attitude? Explain in brief how attitudes are formed? CO4

(SECTION - C)

(3 X 10 = 30)

Descriptive type questions (Attempt any three questions):

14. 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. CO2

15. Explain any three theories of learning? CO1

16. What is conflict management? Explain the conflict management techniques used in organization with examples. CO2

17. All managers must have leadership qualities but not all leaders cannot have managerial qualities. Discuss. CO3

(SECTION - D)

(2 X 15 = 30)

Analytical type questions (Case-Study):

Management of your company has decided that a computerized control system is needed to make the company more competitive. It is now scheduled for plant wide installation in a few months. The purpose of the system is to facilitate planning and scheduling, improve material control, reduce inventories, evaluate labor utilization and better control maintenance operations among others. The introduction of the system will take a considerable amount of effort and work on the part of many people. However, resistance of some employees to accept it has arisen. Even without understanding the system, a few of the people seem to feel that in some way they will be hurt by it. Ashutosh Pandey, Manager of the Engineering and Maintenance Department, comes to you to discuss the problem. “Well, Ashutosh, we should have the new system running in a couple of months if we don’t run into some major delays”.

“May be, but I have already got some problems in my department. Two guys in the maintenance are really against it. Rajesh and Tarun never seem to miss an opportunity to badmouth it. What worries me is that they they will talk about the computerized system so much that others will begin to feel the same way about it. Is there anything we can do to counteract that?”

“While you can’t stop them from griping and complaining, you may be able to reverse their thinking if you handle them right”.

How would I do that? Ashutosh asks.

Questions:

Q.18. What will you suggest to the manager, Ashutosh, whose people are resisting a company-wide procedure change? CO4

Q.19. What specific guidelines will you suggest for opponent employees to reverse their thinking and to seek their cooperation? CO2