

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**

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

**Program: MBA (Core)**

**Subject/Course: Management Principles & Organizational Behaviour**

**Course Code: HRES 7016**

**Semester: I**

**Max. Marks: 100**

**Duration: 3 Hours**

Q.No	SECTION A	COs
	<b>Each question is of 5 marks</b> <b>Instructions: Fill in the blanks/ Complete the sentence</b>	
1-	Any type of conflict is bad, and should be avoided at any cost. This is a ----- view on conflict	CO2
2-	The sales person achieved the target given to him. Happy with his performance, his manager cancelled his proposed transfer to a remote site. This made the sales person happy and he made efforts to repeat this performance. This is an example of -----	CO4
3-	According to Sheldon the personalities can be categorized on the basis of body types. These personality types are -----, -----, and -----	CO1
4-	When a party in conflict intends to opt for 'competing' method of conflict resolution, it implies that it is high on ----- and low on ----- dimensions of behavior.	CO2
5-	Thematic Apperception Test (TAT) is a method of -----	CO1
6-	Learning can be defined as -----	CO1
	<b>SECTION B</b>	
	<b>Each question of 10 marks</b> <b>Instructions: Write precise and concise answers</b>	
7-	With the help of a flow diagram show how people attribute behavior to internal/ external cause (attribution theory). Also give an example of fundamental attribution error.	CO2
8-	Read the following conversation between two individuals A and B A: I am a smart person. B: Oh Really! I don't think so. A: You never agree to what I say.	CO4

	<p>B: Why should I agree with you? Are you my Boss? Stop being bossy. This is not the right behavior.</p> <p>Based upon the above conversation, identify the life position of B. What kind of transaction is this? What implication does it have on the Internal personal relationship of both the individuals?</p> <p>Rewrite the conversation so as to change the transaction type?</p>	
9-	<p>Study the log diary entry given and answer the questions that follow:</p> <p>Rajiv Beri is the president of a small company that produces electronic circuits. He decided to keep a diary of his activities for one day, which is summarized below.</p> <p>7-30-8.15 Weekly staff meetings with five supervisors.  8.15-8.45 Made arrangements to display the company's products at a trade show in October.  8.45-9.30 Interviewed an applicant for the position of purchasing agent.  9.45- 10.00 Discussed leave with the secretary.  10.00- 11.00 Met with three stock holders to explore how Rs. 10 lakhs in new funds could be obtained.  11.00-12.00 Met with a potential customer to demonstrate equipment and processes.  12.00-1.15 Took the customer to lunch.  1.15-2.15 Worked with the production supervisor to determine why recent units were not meeting quality control standards.  2.15- 2.45 Telephone conversation with a customer who complains about one of their sales people.  2.45-3.15 Discussion with salesperson regarding the complaint.  3.15- 4.30 Visited a local bank to determine prospects for borrowing Rs. 10 lakhs.  4.30 -6.30 Worked in the laboratory to try out some new optics to be used in the production equipment.</p> <p>Based on the above entries answer the following questions.  a) Of the activities listed, which ones are technical and which managerial?  In relation to each managerial activity, list the management function involved.  b) What different managerial roles has Rajiv Beri played in the given day?</p>	CO4
10-	<p>Several service representatives are upset that a newly hired representative with no previous experience will be paid Rs. 30,000 a month, a year above the usual starting salary in the pay range. The department manager explained that the new hire would not accept the entry – level rate, so the company raised the offer Rs. 10,000. All five reps currently earn salaries near the top of the scale (Rs. 15,000 higher than the new recruit), although they all started at the minimum starting salary a few years earlier. Use a motivation theory to explain why the five service representatives feel inequity in this situation.</p>	CO3

11-	<p>An organizations culture plays a critical role in its success. Briefly explain how a certain culture is developed and sustained in an organization. (Approx 100 words)</p> <p><b>OR</b></p> <p>Leadership is a function of leader, followers, goal and the situation and most of the leadership theories focus on one or the other element. Briefly explain any one of the leadership theories you are conversant with and also mention what it focuses upon. (Approx 100 words)</p>	CO2
	<p><b>SECTION C</b></p> <p><b>Question carries 20 marks</b></p> <p><b>Instructions: Read the following caselet and answer any one of the question that follow</b></p>	
12	<p>Mr. Shankar is vice president of manufacturing and operations of a medium size pharmaceutical firm in Gujrat. Mr. Shankar has a Ph. D. in chemistry but has not been directly involved in research and new product development for 20 years. From the “school of hard knocks” when it comes to managing operations, Mr. Shankar runs a “tight ship”. The company does not have a turnover problem, but it is obvious to him and other key management personnel that the hourly people are putting in only their eight hours a day. They are not working anywhere near their full potential. Mr. Shankar is very upset with the situation because, with rising costs the only way that the company can prosper is to increase the productivity of its hourly people.</p> <p>Mr. Shankar called the human resource manager, Mr. Chandiramani, and laid it on line: “What is it with our people, anyway? Your wage survey show that we pay near the top in this region, our conditions are tremendous, and our fringes choke a horse. Yet these people still are not motivated. What in the world do they want?” Mr. Chandiramani replied: “I have told you and the president time after time that money, conditions, and benefits are not enough. Employees also need other things to motivate them. Also, I have been conducting some random confidential interviews with some of our hourly people, and they tell me that they are very discouraged because no matter how hard they work, they get the same pay and opportunities for advancement as their coworkers who are just scraping by.” Mr. Shankar then replied: “Okay, you are the motivation expert; what do we do about it? We have to increase their performance.”</p>	CO4

Explain the “motivation problem” in this organization in terms of the content models of Maslow and Herzberg. What are the other things that the human resource manager is referring to in speaking of things besides money, conditions and fringe benefits that are needed to motivate employees?

**OR**

Explain the motivation of the employees in this company in terms of one or more of the process models. On the basis of responses during the confidential interviews, what would you guess are some of the expectancies, valences, and inequities of the employees in the company?