

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, December 21– January 2022**

**Course: Management Principles and Organizational Behaviour Semester: I**  
**Programme: MBA (PM) Time: 03 hrs.**  
**Course Code: HRES 7016 Max. Marks: 100**  
**Instructions: All questions are compulsory**

**SECTION A (20 Marks)**

S. No.		Marks	CO
Q 1	<b>Which of the following organization is rigidly controlled and efficient?</b> A. Organic B. Mechanistic C. Horizontal D. Learning	2	CO 1
Q 2	<b>The degree to which jobs are standardized and guided by rules and procedures is called:</b> A. Work specialization B. Centralization C. Decentralization D. Formalization	2	CO 1
Q 3	<b>When Shumaila is comparing actual sales figures with goals established earlier to see if her department met the target, she is performing which of the following functions?</b> A. Planning B. Organizing C. Leading D. Controlling	2	CO 1

Q 4	<p><b>Which of the following is not one of the aspects of expectancy theory?</b></p> <p>A. Introduces a cognitive aspect of motivation.</p> <p>B. It suggests that motivation involves not just the individual but also opportunities, rewards, and incentives.</p> <p>C. It reminds us different people have the same skills and abilities.</p> <p>D. It reminds us that people will tend to exert more effort in those areas where they believe they are more likely to perform well</p>	2	CO 1
Q 5	<p><b>The path-goal theory proposes that a directive behavior will be most effective in all of the following circumstances, except:</b></p> <p>A. Where the demands of the task are ambiguous.</p> <p>B. Where procedures are clear.</p> <p>C. Where rules are unclear.</p> <p>D, Where employees are somewhat dogmatic.</p>	2	CO 1
Q6	<p><b>The traits associated with high-performing employees are:</b></p> <p>A.extraversion and agreeableness</p> <p>B.agreeableness and conscientiousness</p> <p>C.conscientiousness and emotional stability</p> <p>D.emotional stability and agreeableness</p>	2	CO 1
Q7	<p><b>Which of the following is not one of the characteristics of teams?</b></p> <p>A. High interdependence</p> <p>B. Shared leadership</p> <p>C. Goals determined by one member</p> <p>D. Focus on quality, creativity, and efficiency</p>	2	CO 1
Q 8	<p><b>_____ involves working less when your individual contributions cannot be measured.</b></p> <p>A. Social loafing</p> <p>B. Social facilitation</p> <p>C. Social bias</p> <p>D. Social effectiveness</p>	2	CO 1
Q 9	<p><b>_____ changes are often developed in the course of a planning process that considers the mission, vision, and values of the organization.</b></p> <p>A. Strategic</p> <p>B. Grassroots</p> <p>C. Incremental</p> <p>D. Discontinuous</p>	2	CO 1

Q10	<p><b>Observable components of culture include all of the following, except:</b></p> <p>A. Language</p> <p>B. Non-verbal behavior</p> <p>C. Greeting rituals</p> <p>D. Feelings</p>		
<b>SECTION B (20 Marks)</b>			
Q 11	It is said that IQ and technical skills are important, but emotional intelligence is the sine qua non of leadership. Explain with a suitable example. You may identify a current political or business leader to substantiate your point.	<b>5</b>	<b>CO2</b>
Q 12	The attribution process is inherently inaccurate and subject to bias. Given this, what chance do you think managers can accurately assess their subordinates' job performance?	<b>5</b>	<b>CO2</b>
Q 13	Conflict is said to have some functional consequences. Describe an example of how conflict has ever improved your work or personal life.	<b>5</b>	<b>CO2</b>
Q 14	Why would working in an organization that relied on wide spans of control be frustrating for many people?	<b>5</b>	<b>CO2</b>
<b>SECTION – C (30 Marks)</b>			
Q15	You have been appointed the team lead for an overseas assignment. The team consists of marketing, operations, engineers, and a few other employees. The team will work together for approximately one year. What strategies would you recommend to improve mutual understanding and minimize conflict among the team members?	<b>10</b>	<b>CO3</b>
Q16	We discussed that employee motivation is a combination of four drives (i.e., drives to acquire, bond, comprehend and defend). In your opinion, why would all four drives be critical? Also, is it possible for employees to have high motivation levels and be unproductive?	<b>10</b>	<b>CO3</b>
Q 17	Your employees are skilled and experienced customer service representative who perform non routine tasks, such as unique customer problems. Identify the most appropriate leadership style that you would use in this situation. Also, discuss why other leadership styles are inappropriate.	<b>10</b>	<b>CO3</b>
<b>SECTION-D (30 marks)</b>			
	<p style="text-align: center;"><b>Construction Manager Blake Wants to Size Up the Culture</b></p> <p>Thirty-two-year-old Blake had worked for six years as a construction supervisor at a mid-size construction company. One of his major career goals was to move up to a senior management position in a commercial construction company. At his present employer, however, all the senior management positions went to family members by birth or marriage, and Blake was an outsider. As a result, Blake decided to conduct a job search. As he suspected, his skills and experience were in strong demand in the healthy construction economy at the time. The second company Blake interviewed with for a construction</p>	<b>30</b>	<b>CO 3</b>

Q18.

manager position was a commercial builder in Chicago, only a thirty-minute commute from where he lives. After a series of telephone interviews, video interviews, and in-person interviews, Blake was made an attractive offer at 15 percent higher pay than he was receiving at the family business. The construction manager position was year-round because the company performed internal as well as external construction work. Blake said he was excited about the offer but wanted 10 days to reach a final decision. Blake thought highly of the job offer and the company but believed that he should learn more about the company's culture to ensure that he would be a good fit. He thought to himself, "As they say, I should exercise due diligence." Blake's first step in checking out the corporate culture was to ask the construction company receptionist what she thought of the company. She responded, "Awesome. Anything else I can help you with?" Next Blake went to one of the company's present construction jobs, the renovation of a 100-year-old office building. He explained to a few construction workers who were on break that he was considering working for the company, so he wanted their input on what it was like working there. One worker said, "Company management believes in a fair day's work for a fair day's pay. No complaints on my part." A second worker said, "If you're looking for an easy job, go someplace else. They expect a lot out of you here." A third worker said, "You have to put up with the heat, the cold, and a ton of work, but you get good pay and fair treatment in return." Blake thanked the workers for their willingness to speak with him. Blake then asked about 12 people in his network if they knew anybody who worked for his prospective employer. He finally identified three people, an accountant, a project manager, and a sales representative, along with their contact information. When asked about the type of company atmosphere, the accountant replied, "Only the strong survive here. You have to produce to justify your compensation." The project manager said, "If you are serious about working for us as a construction manager, you could have a fine career. But you have to be ready to think on your feet, provide strong leadership, and get your hands dirty." The sales representative said, "I'm proud of what I am accomplishing here, but it's no picnic. I earn every commission dollar." Blake thought he was learning a lot about the organizational culture, but he wanted one more vital input. Based on information on the construction company's website, he identified a recent customer and found a way to contact a building manager who worked for the customer. When asked about what she thought of the construction company in question, she replied, "They are decent, hardworking people. They got the job done on time and within budget." Blake concluded, "I have uncovered no skeletons in the closet, and what I hear impresses me. I'm going to phone in my acceptance at 8:30 tomorrow morning."

**Case Questions**

- A. Write a brief synopsis of the case. What do you think of Blake's approach to sizing up the organizational culture at his prospective employer? **(15 Marks)**
- B. What other approach would you recommend that Blake have taken to assess the organizational culture? Based on the evidence that Blake collected, what is your size-up of the culture of Blake's new employer? **(15 marks)**