UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, Dec 2021

Course: Organization Behavior   Semester: I
Program: BBA DB   Time: 03 Hours
Course code: HRES 2001   Max. Marks: 100

Instructions: The Question Paper has 4 sections. All Questions are compulsory. Follow the instructions in each section to answer the questions

	SECTION A (Type the answer in text box)		
	1. **Each Question will carry 2 marks** 2. **Instruction : Select the most appropriate answer**		
		Marks	**CO**
Q 1	Task conflict exists: 　A. when the conflict is viewed as a personal attack on each person in the relationship. 　B. when an employee disagrees with, and loses respect for, his or her supervisor. 　C. when the conflict is emotionally charged. 　D. when all of these exist. 　E. when none of these exist.	**[2]**	**CO1**
Q2	Sensing, thinking, and judging represent three dimensions of: 　A. Schwartz's values model. 　B. the MARS model. 　C. Holland's model of occupational choice. 　D. the "Big Five" personality dimensions 　E. the Myers-Briggs Type Indicator	**[2]**	**CO1**
Q3	Organizational behavior knowledge: 　A. originates mainly from models developed in chemistry and other natural sciences. 　B. accurately predicts how anyone will behave in any situation. 　C. is more appropriate for people who work in computer science than in marketing. 　D. helps us to understand and influence the behaviors of others in organizational settings. 　E. cannot help leaders understand what motivates behavior in organizational settings.	**[2]**	**CO1**
Q4	A team is effective when: 　A. it is able to maintain the team's survival. 　B. members are able to fulfill their needs through membership in the team. 　C. it achieves its goals. 　D. it achieves all of these. 　E. it achieves its goals and maintains the team's survival.	**[2]**	**CO1**
Q5	According to expectancy theory, a reward that is not wanted has: 　A. a high E-to-P expectancy. 　B. an inappropriate comparison other. 　C. a negative outcome valence. 　D. a low P-to-O expectancy.	**[2]**	**CO1**

	E. a low need for socialized power.		

Q6	Task-oriented leaders:
	    A. develop mutual trust and respect for subordinates.
	    B. establish well-defined best work procedures.
	    C. show interest in others as people.
	    D. listen to employees.
	    E. make the workplace more pleasant.
		[2]	**CO1**

Q7	The deepest element of organizational culture is:
	    A. shared values.
	    B. artifacts.
	    C. language.
	    D. symbols.
	    E. shared assumptions
		[2]	**CO1**

Q8	Which of the following is NOT explicitly identified in the Johari Window?
	    A. Feedback
	    B. Selective attention
	    C. Unknown area
	    D. Hidden area
	    E. Disclosure
		[2]	**CO1**

Q9	One of the main problems with employee resistance to change is that:
	    A. it decreases environmental stability.
	    B. it undermines the authority of management.
	    C. it wastes valuable time and other precious organizational resources.
	    D. change agents sometimes interpret it as relationship conflict.
	    E. All of these apply.
		[2]	**CO1**

Q10	Employees experience task control stressors when they work in a job that:
	    A. has a clear description of tasks.
	    B.is paced by a machine.
	    C. has low responsibility.
	    D. has low commitment continuance.
	    E. are not paced by a machine.
		[2]	**CO1**

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SECTION B (Scan and Upload)
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1. **Each Question will carry 5 marks**
2. **Write short / brief notes**

Q11	Discuss how team processes, such as taskwork, teamwork, team boundary spanning, and team development determine team effectiveness. Explain in brief with examples from the class lectures.	**[5]**	**CO3**
Q12	Outline the five conflict handling styles and discuss the circumstances in which each would be most appropriate. Explain in brief with examples from the class lectures.	**[5]**	**CO2**
Q13	Explain how an employee's attitudes might be affected by cognitive dissonance. Explain with examples from the class lectures.	**[5]**	**CO2**
Q14	Briefly describe the various drives within the Four-drive Theory and explain how drives influence employee motivation. Explain with examples from the class lectures.	**[5]**	**CO4**

SECTION C (Scan and Upload)

1. **Each Question carries 10 marks**
2. **Instruction : Write Long Answer**

Q15	Outline six strategies for minimizing resistance to change, and debate ways to effectively create an urgency to change. Explain in brief with examples from the class lectures.	**[10]**	**CO2**
Q16	Discuss various barriers (noise) to effective communication, including cross-cultural and gender-based differences in communication. Explain in brief with examples from the class lectures.	**[10]**	**CO3**
Q17	There is an increased interest by organizations about the importance of values in the workplace. Explain the difference between values, ethics and corporate social responsibilities. Explain in brief with examples from the class lectures.	**[10]**	**CO2**

SECTION D (Scan and Upload)

1. **Each Question carries 15 marks**
2. **Instruction : Write Long Answer**

Q18	Your employees are skilled and experienced customer service representatives who perform nonroutine tasks, such as solving unique customer problems or meeting special needs with the company's equipment. Use path-goal theory to identify the most appropriate leadership style(s) you should use in this situation. Be sure to fully explain your answer and discuss why other styles are inappropriate with examples from the class lectures.	**[15]**	**CO3**
Q19	An ongoing debate in organizational behavior is whether we should consider the personality traits of job applicants when selecting them into the organization. Take the view that personality traits SHOULD be considered in the selection process and provide arguments for your position. Explain in brief with examples from the class lectures.	**[15]**	**CO4**