UPES
End Semester Examination, Dec 2024

Course: Organizational Behavior   Semester: 1st
Program: BBA/B.Com Int BBA-MBA All   Time   : 03 hrs.
Course Code: HRES 1004   Max. Marks: 100

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1.1	According to Maslow's Hierarchy of Needs, which need is considered the highest level? a) Safety needs b) Self-actualization needs c) Esteem needs d) Physiological needs	2	CO1
Q 1.2	Which of the following is a key trait of servant leadership? a) Putting the needs of others first b) Focusing on achieving organizational goals over individual needs c) Leading with power and authority d) Encouraging followers to rely solely on their leader for guidance	2	CO1
Q 1.3	Which of the following are the three factors influencing perception a) Perceiver, Sensation, Target b) Perceiver, Emotion, Target c) Perceiver, Situation, Target d) Perceiver, Situation, Organization	2	CO1
Q 1.4	_____ a team who are brought together to achieve specified aims and objectives but who are located remotely from each other and communicate via electronic media.	2	CO1
Q 1.5	According to McGregor's Theory X, managers assume that employees: a) Are inherently self-motivated b) Are capable of taking responsibility and managing their own work c) Need to be closely supervised and controlled d) Want to work collaboratively and solve problems	2	CO1
Q 1.6	In the context of organizational culture, the term "artifacts" refers to: a) The underlying beliefs and values of the organization b) The visible and tangible elements of culture, such as symbols and rituals c) The leadership style of managers d) The formal policies and procedures	2	CO1
Q 1.7	Which of the following is NOT typically a reason for organizational change? a) Technological advancements	2	CO1

	b) Shifting market demands c) Resistance to innovation d) Changes in leadership or management		
Q 1.8	**The interactionist view of conflict in organizations suggests that:** a) Conflict is always harmful and should be avoided b) Conflict is natural and necessary for growth and innovation c) Conflict should be suppressed to maintain harmony d) Conflict arises only when there is poor leadership	**2**	CO1
Q 1.9	**Which of the following is an example of classical conditioning in the workplace?** a) An employee feels a sense of pride after receiving praise from their manager. b) An employee starts associating the sound of the lunch bell with a break, eventually feeling hunger when the bell rings. c) An employee receives a salary bonus for consistently meeting targets. d) An employee gets promoted after completing a training program.		CO1
Q 1.10	**An employee who views a task as difficult and frustrating but believes that completing it will earn them a bonus, which component of attitude does this example illustrate?** a) Affective component b) Cognitive component c) Behavioral component d) Contextual component	**2**	CO1
SECTION B **4Qx5M= 20 Marks**			
Q 2.1	Analyze the statement, "Learning is a permanent change in behavior."	**5**	CO2
Q 2.2	Discuss the key differences between intrinsic and extrinsic motivation. Provide examples of each in an organizational context. OR Differentiate between transactional and transformational leadership styles.	**5**	CO2
Q 2.3	Differentiate between OCB and counterproductive behavior. OR Discuss the contribution of F.W. Taylor's Principles of Scientific Management in OB.	**5**	CO2
Q 2.4	Discuss the key management skills of Katz model. OR Differentiate between Tradition view and Interactionist view of Conflict.	**5**	CO2
SECTION-C **3Qx10M=30 Marks**			
Q 3.1	Given today's fast-paced, achievement-driven society, how relevant do you think Maslow's Hierarchy of Needs is in understanding human motivation? Do you believe that people still follow the hierarchy in the same linear way that Maslow	**10**	CO3

	originally proposed, or have modern cultural shifts and technology advancement introduced new dynamics that challenge his model?		
Q 3.2	According to Fiedler's, leadership effectiveness depends on the match between a leader's style and the situation. Do you believe a leader's style can truly be fixed, or can leaders adapt their style to different situations? Discuss different situations based on Fidler's contingency model.	10	CO3
Q 3.3	Recently, as a part of the strategic move **Air India** and **Vistara**, two major players in the Indian aviation industry have merged where a wide range of changes are expected, from cultural integration to operational alignment, and from leadership restructuring to changes in employee roles and responsibilities. **Given that Air India and Vistara have different organizational cultures, what specific steps should be taken to address cultural integration challenges? How can the management team create a unified corporate culture that leverages the strengths of both organizations while minimizing potential conflicts?**	10	CO3
**SECTION-D** **2Qx15M= 30 Marks**		
Q 4.1	Anjali and Priya are both team members in a project team at a design firm. Anjali is highly extraverted, assertive, and enjoys taking the lead during discussions. In contrast, Priya is more reserved, introverted, and prefers to listen rather than speak in group settings. While both are excellent performers in their individual roles, their differences in personality have led to tension within the team. Anjali sometimes feels frustrated that Priya does not contribute actively during meetings, while Priya feels overwhelmed by Anjali's dominant presence and the lack of space for her ideas to be heard. **Question- Analyze the interpersonal dynamics between Anjali and Priya, focusing on how their personalities influence their communication and collaboration within the team. Discuss how the differences in their personalities can create conflict and how such conflicts can impact team performance. What strategies can the team or their manager implement to improve cooperation and create a more inclusive environment, considering the personality?**	15	CO3
Q 4.2	ABC Corp. recently introduced a comprehensive training and development program aimed at improving the skills of its employees. The program includes classroom sessions, online courses, and hands-on workshops. However, after six months, management noticed that the expected improvement in performance was not as significant as anticipated. Employees appeared disengaged during the training sessions, and many failed to apply the skills learned in their day-to-day tasks. In response, the management decided to seek feedback from employees about the training program and their work environment. **Ques- Discuss how can the company modify its training and development strategy to enhance learning outcomes? Discuss the importance of reinforcement, feedback, and the application of learning theories in the workplace**.	15	CO3