

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, December 2018**

**Course: Organizational Behavior**  
**Programme: MBA- LSCM**  
**Time: 03 hrs.**  
**Instructions:**

**Semester: I**  
**Code: HRES 7002**  
**Max. Marks: 100**

**SECTION A**

S. No.	Objective Type questions-	Marks	CO
Q 1	Define organizational behavior (OB).	2	CO1
Q2	Expand MBTI.	2	CO2
Q3	Name the early theories of motivation.	2	CO1,C O2
Q4	Write on Short note on Job enrichment.	2	CO1
Q5	Identify the five stages of group development.	2	CO3
Q6	Is Social Loafing Unethical?	2	CO3
Q7	Name the types of teams.	2	CO3
Q8	Write Short note on Effective teams.	2	CO1
Q9	Elements of Organization structure.	2	CO1
Q10	Components of Learning.	2	CO2

**SECTION B**

Q	Short Answer Questions		
Q1	What are the differences between the traditional and interactionist views of conflict?	4	CO3
Q2	Expectancy theory can be helpful, but assumes employees have few constraints on decision making, such as bias or incomplete information, and this limits its applicability?	4	CO4
Q3	Describe the factors that influence the formation of Individual attitudes ?	4	CO2
Q4	How do the Big Five traits predict behavior at work?	4	CO2
Q5	What is attribution theory? What are the three determinants of attribution? What are the implications of attribution theory for explaining organizational behavior?	4	CO2

**SECTION-C**

	<b>Descriptive Type Questions</b>		
Q1	Resistance to change is a concern when making organizational changes. However, as we read in the text, it is to be expected. How to develop a strategy for addressing it?	15	CO1, CO2, CO4
Q2	“Happy Workers Means Happy Profits” Is it a myth or a science, Explain in detail.	15	CO1, CO2, CO4

**SECTION-D**

	<p><b>Analytical / Case Study</b></p> <p><b>Leadership by Algorithm</b></p> <p>Is there one right way to lead? Research suggests not, the methods explored in this chapter suggest not, and common sense suggests a “one size fits all” approach could be disastrous, since because organizations exist for diverse purposes and develop unique cultures. Leadership development programs generally teach a best-practices model, but experts suggest that individuals trained in leadership techniques that are contrary to their own natures risk losing the authenticity crucial to effective leadership. The real path to leadership may lie in algorithms.</p> <p>If you have ever taken a strengths-based assessment such as the Harrison Assessment, or Gallup’s Clifton StrengthsFinder, you know that surveys aimed at discovering your personality, skills, and preferences result in a personal profile. This tool is helpful in leadership development, but algorithms can take your leadership development to the next level of personalization and application. They can take the results from each survey you complete, for instance, and use them to create a leadership program that matches your needs and abilities.</p> <p>As the founder of TMBC and author of <i>StandOut</i>, Marcus Buckingham is an expert on the creating leadership programs. He recommends the following steps:</p> <ol style="list-style-type: none"> <li>1. Find or develop the assessment tools. These might include a personality component, such as a Big Five inventory test, and will include other tests companies can resource or create according to what leadership characteristics they are seeking to monitor.</li> <li>2. Identify the top leaders in the organization and administer the test to them. Similarities in their profiles may not emerge across the broad spectrum of all top leaders. This step is not to determine what all the leaders have in common, but to group the top leaders into categories by their similar profiles.</li> </ol>		
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	<p>3. Interview the leaders within each profile category to learn about the techniques they use that work. Often these will be unique, unscripted, and revealingly correlated to the strengths in their assessment profile. Compile the techniques within each profile category.</p> <p>4. The results of top leader profile categories and their techniques can be used to create an algorithm, or tailored method, for developing leaders. Administer the assessment tests to developing leaders and determine their profile categories. The techniques from successful leaders can now be shared with the developing leaders who are most like them since because they share the same profile category.</p> <p>These steps provide a means for successful leaders to pass along to developing leaders techniques that are likely to feel authentic to the developing leaders and that encourage creativity. The techniques can be delivered in an ongoing process as short, personalized, interactive, and readily applicable tips and advice, for results no two-week leadership development course could achieve.</p> <p>Sources: M. Buckingham, "Leadership Development in the Age of the Algorithm," <i>Harvard Business Review</i> (June 2012), pp. 86–94; M. D. Watkins, "How Managers Become Leaders," <i>Harvard Business Review</i> (June 2012), pp. 64–72; and J. M. Podolny, "A Conversation with James G. March on Learning About Leadership," <i>Academy of Management Learning &amp; Education</i> 10 (2011), pp. 502–506.</p>		
Q1	Summarize the Major theories and approaches of Leadership?	10	CO2,C O3
Q2	What are some potential negatives of using Buckingham’s approach to leadership development?	10	CO2,C O3
Q3	Would you suggest applying Buckingham’s steps to your organization? Why or why not?	10	CO2,C O3