

<b>Name:</b>	 <b>UPES</b> UNIVERSITY WITH A PURPOSE
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2019**

**Course: Organisational Behaviour**  
**Program: BBA LLB CL/BF &IT/BCom**  
**Course Code: CLNL1015**

**Semester: II**  
**Time: 03 hrs.**  
**Max. Marks: 100**

**Instructions:**

- Section A-Objective type / Short Answer type -10 marks
- Section B-Short answer type -20 marks
- Section C-Analytical questions -20 marks
- Section D-Application based Case study -50 marks

**SECTION A**

SNo	Questions /Statements	Marks	COs
	Statement of question (Attempt all)	<b>10</b>	
Q1	Define the term Stereotypes.	<b>02</b>	<b>CO1</b>
Q2	Draw the model of Organisational Behaviour.	<b>02</b>	<b>CO4</b>
Q3	Differentiate between Functional and Dysfunctional Conflicts.	<b>02</b>	<b>CO1</b>
Q4	Differentiate between transactional and Transformational Styles of Leadership.	<b>02</b>	<b>CO4</b>
Q5	Why change is important for organizational growth?	<b>02</b>	<b>CO4</b>

**SECTION B**

Q	Statement of question (Attempt any four)	20	
Q6	Write a note on “Classification of organizational groups”.	<b>05</b>	<b>CO3</b>
Q7	What are motives? Explain the theory of hierarchy of Needs by Maslow.	<b>05</b>	<b>CO1</b>
Q8	Define Attitude, how are they formed and can be changed. Elaborate with an example.	<b>05</b>	<b>CO2</b>
Q9	What is organizational culture and what role it plays, discuss the organizational culture by giving the example of a prominent corporation with a dominantly known culture?	<b>05</b>	<b>CO1</b>
Q10	What do you understand by attribution; how people attribute success and failure, explain that with the theory of attribution.	<b>05</b>	<b>CO3</b>

**SECTION-C**

Q	Statement of question (Attempt any Two)		
Q11	What are the various stages of organizational Conflict, discuss each step-in detail?	<b>10</b>	<b>CO2</b>
Q12	Discuss various factors that influence political behavior in an organization.	<b>10</b>	<b>CO3</b>
Q13	How groups are formed and departed? Discuss the stages of group formation and its behavior in detail with an example.	<b>10</b>	<b>CO3</b>

**SECTION-D**

Q14	Case Study on Leadership and Management:  Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building	<b>50</b>	<b>CO3</b>
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programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

#### QUESTIONS:

1. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting? (15 marks)
2. *What steps could be taken to build staff confidence?* (10 marks)
3. *What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?* (15 marks)
4. *Which leadership style do you think a leader would need to be effective in this situation?* (10 marks)

(Case Developed by The United States Department of Agriculture's National Institute of Food and Agriculture through a cooperative agreement with The University of Minnesota.)

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**SECTION A**

		Marks	CO
	<b>Multiple choice questions:</b> <b>(All questions are compulsory in this section. Each questions carries 2 marks)</b>	10	
1.	Least Preferred Co-worker (LPC) model of leadership was developed by a. Martin Evans b. Robert House c. Fred Fielder d. Whetton	1	3
2.	_____ theory believes that employees dislike work a. X theory b. Y theory c. Z theory d. None of these	1	4
3.	Which one of the following is/are leadership theories? a. Trait theory b. Behavior theory c. Contingency theory d. All of these	1	3
4.	Path goal theory is propounded by a) Robert House b) Hersey & Blenchar c) Paul Hersey d) Fred Fiedler	1	4
5.	_____ is a relatively permanent change in behavior that occurs as a result of experience. a) Behavior modification b) Learning c) Motivation d) Skills	1	3
6.	Engaging in work behaviour and striving hard to perform well for the primary purpose of fulfilling one's own satisfaction, pride and happiness is called:	1	1

	<ul style="list-style-type: none"> <li>a) Social Motivation</li> <li>b) Intrinsic Motivation</li> <li>c) Extrinsic Motivation</li> <li>d) Esteem Motivation</li> </ul>		
7.	<p>The first stage of Lewin's three step of change model is</p> <ul style="list-style-type: none"> <li>a) Unfreezing</li> <li>b) Freezing</li> <li>c) Stabilizing</li> <li>d) Moving</li> </ul>	<b>1</b>	<b>2</b>
8.	<p>Which of the following is not a part of hygiene factor of two factor theory</p> <ul style="list-style-type: none"> <li>a) Company policy</li> <li>b) Administration</li> <li>c) Responsibilities</li> <li>d) Interpersonal relations</li> </ul>	<b>1</b>	<b>2</b>
10.	<p>Belief, opinion, knowledge, emotions, feeling intension are the component of</p> <ul style="list-style-type: none"> <li>a) OB</li> <li>b) Job satisfaction</li> <li>c) Attitude</li> <li>d) Personality</li> </ul>	<b>1</b>	<b>4</b>
<b>SECTION B</b>			
	<p><b>Short answers type questions</b>  <b>Attempt any 2 questions in this section. Each questions carries 5 marks.</b></p>	<b>20</b>	
11.	What is organizational change? Describe Lewin's three step model for organization change.	5	3
12.	<p>Write short notes on any two of the following:</p> <ul style="list-style-type: none"> <li>a) Process of conflict management (5)</li> <li>b) Stages of group formation (5)</li> <li>c) Theory X and theory Y (5)</li> </ul>	10	3
13.	Explain the trait theory with reference to Mahatma Gandhi?	5	3
<b>SECTION-C</b>			
	<p><b>Long answers type questions. (Each questions carries 10 marks. Attempt any two questions in this section)</b></p>	<b>20</b>	
14.	What is conflict management? Explain the conflict management techniques used in organization with examples.	<b>10</b>	<b>3</b>
15.	Distinguish between Maslow's need priority model and Herzberg's two-factor theory of motivation.	<b>10</b>	<b>4</b>
16.	<p>Explain any three styles of leadership.</p> <p style="text-align: center;"><b>OR</b></p> <p>All managers must have leadership qualities but not all leaders cannot have managerial qualities. Discuss.</p>	<b>10</b>	<b>4</b>
17.	What are the functions of organization culture? Explain the process of organization culture?	<b>10</b>	<b>2</b>
<b>SECTION-D</b>			
	<b>Case study</b>	<b>(2*25= 50 Marks)</b>	<b>50</b>

Mr. Natarajan is working in the capacity of a Senior Manager in BNB Courier Services Pvt Ltd for the last 20 years. His track record of performance for past 20 years is excellent. He is known as very disciplined and sincere manager. He is being termed as a role model for new appointees by the directors of the company. Of late, he seems not very happy with the developments in his office. He keeps on grumbling about the new junior managers and their attitude towards job. He strongly opposed the ‘Work from Home’ policy announced by top management for junior tech savvy managers. Mr. Natarajan is very strict about work place discipline and reporting timings. This has sparked conflict between him and the new batch of junior managers. He started feeling that Top Management is very soft on new batch of junior managers and gradually his importance is waning.

He is unable to hide frustration and many a times becomes critically vociferous in meetings with top management representatives.

Now there is a question before top management how to console veteran of 20 years and keep cordial relations in an organization?

**Questions:**

1. Elaborate the different types of conflicts, observed in the above case study and possible solutions for it.
2. Consider yourself in the place of Top Management and describe the strategy to maintain cordial relationship in an organization.