

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**  
**End Semester Examination Dec, 2021**

**Program: BBA (Core)**  
**Subject/Course: Organizational Behaviour**  
**Course Code: HRES 1004**

**Semester: I**  
**Max. Marks: 100**  
**Duration: 3 Hours**

**IMPORTANT INSTRUCTIONS**

1. The student must write his/her name and enrolment no. in the space designated above.
2. Write precise and brief answers

Q.No	Section A	Marks	COs
1-	<p><u>State whether the following statements are 'True' or 'False'</u></p> <p>a) Sociology is a contributing discipline in OB</p> <p>b) People with type B personality cannot cope with leisure time.</p> <p>c) Interviewers often make perceptual judgements regarding interviewees.</p> <p>d) Presence of hygiene factors increases the job satisfaction of employees.</p> <p>e) Negative reinforcement increases the probability of a desired response.</p> <p>f) Command group is an example of informal group.</p> <p>g) A satisfied need can no longer motivate an individual.</p> <p>h) Herzberg believed that dissatisfaction means no satisfaction for an individual.</p> <p>i) Stereotyping is a perceptual error.</p> <p>j) Hawthorne studies showed that man was only an economic man.</p>	10x2 (=20)	CO1
<b>Section B</b>			

	<b>Answer the following (Short Answers)</b>	<b>4x5(=20)</b>	
2-	Suppose you are a manager and one of your subordinates gets into the habit of showing up late at office. How would you use behavior modification tools to shape his behavior into an acceptable one?	5	CO4
3-	Why do you think most of the employees resist any change in the organization?	5	CO3
4-	“A leader is born, not made.” Do you agree with this statement? Why or why not? Discuss in the context of leadership theories.	5	CO3
5-	What are the functions of organization culture? Explain the process of organization culture?	5	CO2
<b>Section C</b>			
	<b>Answer the following questions</b>	<b>3x10(=30)</b>	
6-	Briefly explain the ABC model of attitude and discuss its components. Do you think it is possible to change attitudes? If yes, how?	10	CO2
7-	Motives directs human behaviour, Explain the theory of Hierarchy of Needs by Maslow.	10	CO2
8-	What performance level can be expected from a highly cohesive group which has (a) high performance norms (b) low performance norms? Why?  <b>OR</b>  Discuss the five stages of group formation in detail. Illustrate with an example	10	CO3
<b>Section D</b>			
	<b>Read the caselet given below and answer the questions that follow</b>	<b>2x15(=30)</b>	
9-	<p>“Why haven’t I received reimbursement for the two business trips that I made last month? Asked R. Chidambaram as he entered Uma Sekaran’s Office Chamber. Sekaran was the budget officer for the manufacturing division of Cacher Paper Mills, a manufacturer of newspaper.</p> <p>Chidambaram was a technical troubleshooter who worked in manufacturing but frequently dealt with customer complaints that were channeled through sales representatives and national sales director’s office.</p> <p>Sekaran responded, “You know it takes nearly four weeks for expense reimbursement, and for one of those trips, your travel request was processed after you returned. The vice-president of manufacturing does</p>		

	<p>not like to approve reimbursement after-the-fact. All travel is supposed to be preapproved and funds encumbered for travel.”</p> <p>“I know that”, said Chidambaram, “but some of these sales representatives want immediate attention to customer’s problems. They want me to go to the customer’s warehouse to inspect our shipment when the customer refuses acceptance. I can’t wait three days for approval. If I did, we would lose customers. You know that the sales representatives want answers right away so that they can get their full commissions.”</p> <p>“Furthermore”, continued Chidambaram, “sometimes I have to charge lodging and meals on my credit card and the bill comes due before I get reimbursed.”</p> <p>“Request an advance,” said Sekaran.</p> <p>“There isn’t time to get an advance, besides, advances are for only 80 per cent of expected expenses. I still have to pay some expenses out of my own pocket,” Chidambaram stated, frustrated.</p> <p>“That’s easy to handle. Overestimate your expenses by 20 per cent, and you can get an advance for 100 per cent of expenses,” Sekaran suggested.</p> <p>“I think these emergency trips should be charged to sales rather than manufacturing,” Chidambaram offered.</p> <p>“You know I requested that last year and I lost,” Sekaran remarked.</p> <p>“Well, you need to fight that battle again or change some of the reimbursement procedures. I am tired of bankrolling the company,” complained Chidambaram as he left Sekaran’s office.</p>		
<p><b>a)</b></p>	<p>Identify and describe the form of conflict in the above situation. What are the causes of the conflict?</p>	<p><b>15</b></p>	<p><b>CO4</b></p>
<p><b>b)</b></p>	<p>Is the above conflict functional or dysfunctional? What approach can be taken to resolve the conflict? Explain.</p> <p style="text-align: center;"><b>OR</b></p> <p>Briefly explain the process of organizational conflict</p>	<p><b>15</b></p>	<p><b>CO4</b></p>