


Name:	 UPES <small>UNIVERSITY OF TOMORROW</small>
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, Dec 2022

Course: Organization Behavior	Semester: 2
Program: BBA, B.Com, Int. BBA MBA, Int. B.Com MBA	Time: 03 hrs
Course Code: HRES 1004	Max. Marks: 100

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
1	Which of the following is an outcome variable in OB? a. independent variable b. dependent variable c. change agent d. variable determinant	[2]	CO1
2	Who is associated with the theory of Classical conditioning? a. Sigmund Freud b. B.F. Skinner c. Pavlov d. Carl Jung	[2]	CO1
3	As per attribution Theory if consistency is high in observed behavior the cause is generally: a. External b. Internal c. Personal d. Situational	[2]	CO1
4	Which Motivation Theory refers to Input and Output Comparisons by Individuals with comparable roles or individuals? a. Goal Theory b. Equity Theory c. ERG Theory d. Theory X and Theory Y	[2]	CO1
5	Which is the Phase in group formation where group members identify roles and rules for the group?	[2]	CO1

	<ul style="list-style-type: none"> a. Storming b. Adjourning c. Norming d. Performing 		
6	<p>As per Situational Leadership Theory which Leadership style is largely the most effective style in different situations :</p> <ul style="list-style-type: none"> a. People Oriented Style b. Dictatorial Style c. Task Oriented Style d. None of the Above 	[2]	CO1
7	<p>The degree to which members are attracted to each other and are motivated to stay in the group is called:</p> <ul style="list-style-type: none"> a. Status b. Cohesiveness c. Identity d. Perception 	[2]	CO1
8	<p>Which view states that conflicts can be productive if handled in a proper way?</p> <ul style="list-style-type: none"> a. Human relations b. Interactionist c. Peace d. Traditionalist 	[2]	CO1
9	<p>Who are responsible for initiating and managing change within an organization?</p> <ul style="list-style-type: none"> a. Monitors b. Leaders c. Managers d. Change Agents 	[2]	CO1
10	<p>Which of the following is NOT a characteristic of an organization's culture?</p> <ul style="list-style-type: none"> a. Outcome orientation b. Assertiveness c. Innovation and risk taking d. Attention to detail 	[2]	CO1

SECTION B
4Qx5M= 20 Marks

Q11	Explain BF Skinner’s Theory of Operant Conditioning in brief.	5	CO2
Q12	What are the various decision-making shortcuts, which individuals take? Explain anyone with an example	5	CO3
Q13	“Leadership is situational.” Explain with the help of Contingency Theory in brief	5	CO2
Q14	“Conflicts are not always bad”. Explain in brief with examples	5	CO3
SECTION-C 3Qx10M=30 Marks			
Q 15	Do a comparative analysis of Path Goal Theory and Equity Theory of motivation.	10	CO2
Q 16	How is Conflicts related to Group Performance? What can be various approaches for Conflict Resolution? Explain in detail. OR Explain the difference between Dominant and Sub cultures in an organization with examples?	10	CO3
Q 17	MBTI and Big Five are the two most popular tools for assessing personality types. Which of the two is better and Why? Explain in detail.	10	CO4
SECTION-D 2Qx15M= 30 Marks			
Q 18	<u>CASE STUDY</u> Consider for a moment a midlevel manager at a multinational foods company, Fatima, who would seem to be at the top of her career. She’s consistently making her required benchmarks and goals, she has built successful relationships with colleagues, and senior management have identified her as “high potential.” But she isn’t happy with her work. She’d be much more interested in understanding how her organization can use social media in marketing efforts. Ideally, she’d like to quit and find something that better suits her passions, but in the current economic environment this may not be an option. So she has decided to proactively reconfigure her current job. Fatima is part of a movement toward job “crafting,” which is the process of deliberately reorganizing your job so that it better fits your motives, strengths, and passions. The core of job crafting is creating diagrams of day-to-day activities with a coach. Then you and the coach collaboratively identify which tasks fit with your personal passions, and which tend to drain motivation and satisfaction. Next the client and coach work together to imagine ways to emphasize preferred activities and de-emphasize those that are less interesting. Many people engaged in job crafting find that upon deeper consideration, they have more control over their work than they thought. So how did Fatima craft her job? She first noticed that she was spending too much of her time monitoring her team’s performance and answering team questions, and not enough time working on the creative projects that inspire her.	15	CO4

	<p>She then considered how to modify her relationship with the team so that these activities incorporated her passion for social media strategies, with team activities more centered around developing new marketing. She also identified members of her team who might be able to help her implement these new strategies and directed her interactions with these individuals toward her new goals.</p> <p>As a result, not only has her engagement in her work increased, but she has also developed new ideas that are being recognized and advanced within the organization.</p> <p>In sum, she has found that by actively and creatively examining her work, she has been able to craft her current job into one that is truly satisfying.</p> <p>a. What are your key observations in the Case? b. What can be some Pros and Cons of Approach taken by Fatima?</p>		
Q. 19	<p>a. Why do you think many people are in jobs that are not satisfying? b. Do organizations help people craft satisfying and motivating jobs? Why or why not?</p>	15	CO4