

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

UPES
End Semester Examination, December 2023

Course: Organizational Behaviour	Semester: I
Program: BBA EPRCC	Time : 03 hrs.
Course Code: HRES 1004	Max. Marks: 100

Instructions: Write precise and brief answers

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q	<i>Choose the correct option</i>	20	CO1
1 (i)	Which of the following is a dependent variable in Organizational Behaviour a) Individual ability b) Productivity c) Group norms d) Organizational culture	2	CO1
1 (ii)	Myers- Briggs Type Indicator (MBTI) is a tool for a) Personality measurement b) Attitude Measurement c) Communication d) Motivation	2	CO1
1 (iii)	The tendency for individuals to attribute their own success to internal factors while putting the blame for failures on external factors a) Machiavellianism b) Extraversion c) Self Serving Bias d) Stereotyping	2	CO1
1 (iv)	Attention, Retention, Motor Reproduction and Reinforcement process are concepts related to a) Classical Conditioning b) Operant Conditioning c) Social Learning d) Cognitive Learning	2	CO1
1 (v)	The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization is called a) Organizational commitment b) Job satisfaction c) Organizational membership d) Job Involvement	2	CO1

1(vi)	Which of the following CANNOT be used to change the attitude of an employee a) Providing new information b) Behavioural training c) Use of fear d) Use of group pressure	2	CO1
1 (vii)	Motivation is a psychological force which influences the _____, _____ and _____ of voluntary behaviour a) direction, intensity, persistence b) direction, eagerness, persistence c) willingness, intensity, termination d) termination, continuity, direction	2	CO1
1 (viii)	According to the Fiedler's Contingency Model the people oriented leadership is most suited for a) Highly unfavourable situation b) Highly favourable situation c) Moderately favourable situation d) Any kind of situation	2	CO1
1 (ix)	Degree to which group members are attracted to each other and are motivated to stay in the group is known as a) Cohesiveness b) Social loafing c) Role perception d) Conformity	2	CO1
1 (x)	Which of the following is NOT a belief which affects an employee's motivation, according to Vroom's Expectancy Model, a) Expectancy b) Instrumentality c) Valence d) Self-actualization	2	CO1
SECTION B 4Qx5M= 20 Marks			
<i>Answer the following questions (approx. 50 words)</i>			
2. (A)	Why do you feel that Hawthorne studies make such an important historical contribution to the study of Organizational Behaviour?	5	CO2
2 (B)	How is intrinsic motivation different from extrinsic motivation? Give an example. OR Critically analyse any one of the leadership theories you are conversant with.	5	CO2
2 (C)	Organizational culture serves important purpose, but at times culture can be a liability too. Mention two situations where culture can be a liability and discuss why it turns out to be a liability in the given situation?	5	CO2
2 (D)	Informal groups exist in almost every form of social organization. What types of informal groups exist in your classroom? Why are students motivated to join these informal groups?	5	CO2

SECTION-C
3Qx10M=30 Marks

Q	<i>Answer the following questions</i>		
3.1	Suppose you are a leader of the new product development team. Your team needs to meet frequently to discuss the innovative features of the product. But one of your team members generally avoids the meetings. And when you confront him, he says that he is busy or sometimes not well or has to leave early due to emergency at home. Briefly discuss the behaviour modification tool you can use to change this behaviour.	10	CO2
3.2	Summarise the stages in the conflict process model? From your own experiences, give an example of how a conflict proceeded through the five stages. OR InteriorIdeas.com is a website which creates content on interior decoration of residential and office spaces. The website owners had a team of designers, content writers and photographers who helped them to create the content. In a recent meeting with the team, the owners discussed the idea of using Artificial Intelligence (AI) and apps like ChatGPT for their website. The content writers and photographers who were in the meeting, strongly opposed the idea. According to them using AI will reduce the uniqueness of their content. No decision could be taken in the meeting. Apart from the stated reason, why do you think the content writers and photographers opposed the usage of AI. Briefly explain.	10	CO2
3.3	‘Leaders are born, not made.’ Do you agree? In this context, compare and critically analyse the Great Man Theory and Trait Theory of leadership.	10	CO3

SECTION-D
3Qx10M= 30 Marks

	<u>Study the following case and answer the questions that follow:</u>		
	What do Mother Dairy, and ‘Dabbawala’ have in common? One fundamental similarity is that both these firms are owned by its employees. Unlike corporations with many public stockholders or most private firms, which are owned by one or a few individuals, employee-owned firms are private firms in which employees are the primary owners. Employee ownership is not a new concept in India, where cooperatives have owned businesses since long. During last few decades, labor unions made such tremendous strides forward in improving working conditions and pay that there was little interest in employee ownership. In the 1970s, however, interest in employee ownership was revived at least in part because of the creation of Employee Stock Ownership Plans, which contribute company stock to retirement accounts. AMUL a cooperative society in Gujarat is a success story- it is controlled by 3.6 million milk producers. With 100s of locations in India and abroad it is one		

	<p>of the admired organizations, ranked high in customer satisfaction in its industry. The firm attributes this remarkable success to the fact that it is 100 percent owned by employees.</p> <p>Employee ownership better aligns the interests of individual workers with the interests of the firm. Ownership also gives workers a sense of loyalty and commitment that is rare in today's uncertain corporate environments. According to one of its managers, "Nobody's afraid to jump in. Whenever you need to get the job done, people are always ready to do it." Other benefits of employee ownership include greater job security. The firm has never laid off an employee. Worker loyalty translates into lower costs because productivity tends to be higher and turnover lower at employee-owned firms.</p> <p>But there are some inherent risks in employee ownership as well. The company can have continuing struggles with labor unions. Distrust and resentment from both management and labor may continue in spite of the employee ownership. Another example is of Southwest Airlines, a firm known for its strong company loyalty and productivity and low turnover. The company is only 13 percent employee owned, but the organization culture motivates employees to feel a pride in ownership.</p> <p>Ramakrishnan of Praxis Consulting claims that employee-owned firms can be high-performing organizations if the organization culture is participative and empowering. According to him, neither participation nor ownership alone creates high performance-rather, the two must be used together, "At some point, employees in companies that have participation without ownership begin asking themselves: 'Why should I participate? What's in it for me?'" Mr. Roy, executive director of the National Center for Employee Ownership, says that it's critical to give workers a meaningful stake in the company, whether it is ownership of shares or the opportunity' to participate in decision making. Mr. Roy advises workers, "What's really important is to have an influence on the way you do your day-to-day job."</p>		
	1. Using Maslow's hierarchy of needs, explain why having ownership of their company is motivating to workers.	10	CO3
19	2. Would employee ownership be considered a motivation factor or a hygiene factor according to Herzberg's dual-structure theory? Why?	10	CO3
20	3. What additional actions could managers take to improve employee motivation, other than giving ownership and allowing participation? Use theories of motivation to answer this question	10	CO3