POKHARA UNIVERSITY

Level: Bachelor   Semester: Spring   Year: 2021
Programme: BBA/BI/TT/BCIS/BHCM   Full Marks: 100
Course: Fundamental of Organization Behaviour   Pass Marks: 45
Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

Section "A"
Very Short Answer Questions

Attempt all the questions. [10×2]

1. Shortlist the basic assumptions of OB.
2. Define Personality. What are the factors that determine personality?
3. List out the factors influencing learning.
4. List out the different stages of group formation.
5. Briefly describe the ERG theory of Motivation
6. What are trait theories? Name them.
7. Define Fielder's contingency theory of leadership.
8. What are the Dysfunctions of organizational conflict?
9. Give an example for each Complementary transaction and crossed transaction in communication.
10. Difference between Unfreezing and refreezing.

Section "B"
Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. What is Organizational Behavior? Describe the challenges and opportunities for managers in using OB concepts.
12. What is perception? Define different factors influencing perception.
13. a) Analyse the personality traits for social and physical setting.
    b) Discuss the nature of classical conditioning and operant conditioning. How do they differ from each other?
14. a) What is team development? Explain team performance factors.
    b) Differentiate between classical conditioning and operant conditioning.
15. What implications can be drawn from expectancy theory and equity theory in employee motivation in the organization? Explain.

OR

Describe the three types of conflict. What are techniques of handling interpersonal conflict? Explain.
16. What are the common barriers of effective communication process? Explain the elements of effective communication process.
17. Compare and contrast between Lewin's three step model and Kotter's eight step plan for implementing change in an organization.

Case Analysis

18. *Read the case situation given below and answer the questions that follow:*[20]

Many people working in high pressure jobs or in the big metros feel pushed to the limit as they work long hours.

One consequence is that sleep has taken a back seat to other matters deemed more important. But rather than tread through the workday in a zombie-like, sleep deprived state, some workers are turning to secret "power naps" in order to recharge. For example, Zubin Kotwal, a 45-year-old financial planner, wakes up at 5 a.m. each day, works, and after lunch takes a quick snooze. It is common to hear people share tips on how to get the most comfortable nap.

Though the thought of an investment banker napping in a power suit might be amusing, many believe lack of sleep is no laughing matter. Research examining the effects of sleep deprivation has found that tired workers experience higher levels of back pain, depression, and job dissatisfaction, along with lower levels of performance. Losing even an hour of sleep can have consequences such as irritation, wasting time during work, and inability to focus.

Some companies are paying attention to the costs associated with sleep deprivation and are encouraging napping at work. For centuries, people have napped in the afternoon after lunch. In some cities, many workplaces close down in the afternoon for two hours where most people can go away to rest and nap.

One survey of 600 companies in 2011 conducted by the Society for Human Resource Management revealed that six percent had dedicated nap rooms. In addition, a poll of 1508 workers conducted by the National Sleep Foundation found that 34 percent said they were allowed to nap at work.

Questions:

a) Should organizations be concerned about their employees being sleep-deprived? What factors influencing sleep might be more or less under the control of an organization?

b) How might reinforcement theory play a role in the extent to which employees are sleep-deprived?

c) How might sleep deprivation influence aspects of expectancy theory?

d) If you were a manager who noticed your employees were sleep-deprived, what steps might you take to help them?