

Seat No.: \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 1 – EXAMINATION – SUMMER 2019****Subject Code:2810004****Date:18/05/2019****Subject Name: Organizational Behaviour (OB)****Time:02:30 PM To 05:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

**Q. 1(a) Objective Questions****06**

1. Thematic Apperception Test (TAT) is designed to understand
  - a. Perception of individual
  - b. Personality of individual
  - c. Learning of individual
  - d. None of these
2. OCB means...
  - a. Organizational Cultural Behavior
  - b. Organizational Communication Behavior
  - c. Organizational Citizenship Behavior
  - d. Organizational Civilization Behavior
3. Beliefs, attitudes, traditions and expectations which are shared by group members is called
  - a. Group norms
  - b. Group cohesiveness
  - c. Group communication
  - d. Group structure
4. -----persons feel chronic sense of time urgency.
  - a. Authoritarianism
  - b. Type A
  - c. Dogmatism
  - d. Type B
5. Person-Job fit" means
  - a. Persons physical fitness match with the job
  - b. Persons skills match with the job
  - c. Persons contributions match with the incentives offered by the organization
  - d. Persons education match with the job
6. ....is a person's belief about his chances of successfully accomplishing a specific task
  - a. Self esteem
  - b. Self efficacy
  - c. Job satisfaction
  - d. Self appraisal

**Q: 1 (b) Define the following terms:****04**

1. Turnover Ratio
2. Instrument Value
3. Job involvement
4. Halo Effect

**Q: 1(c) Define LMX theory of leadership.****04****Q: 2 (a) What is O.B.? Define its challenges and opportunities.****07**

**Q: 2 (b)** What is culture? How employees learn from culture.

**07**

**OR**

**Q: 2 (b)** Charismatic leaders are born or made. justify with help of its characteristics. **07**

**Q: 3 (a)** Discuss Big five models of personality. **07**

**Q: 3 (b)** Give the definition of Attitude. Explain the major job attitudes. **07**

**OR**

**Q: 3 (a)** Discuss motivation Theory X and theory Y. **07**

**Q: 3 (b)** Brief about types of transactional analysis. **07**

**Q: 4 (a)** Explain the concept of power and also discuss different types of power in detail. **07**

**Q: 4 (b)** How teams are differing than groups? What types of teams playing important role in today's quality management? **07**

**OR**

**Q: 4 (a)** What is "Negotiation"? Explain the process of Negotiation. **07**

**Q: 4 (b)** Briefly discuss the factors that influence political behavior. **07**

**Q: 5** **14**

### **A tale of twist and turns**

Like any other invention, Jack Welch, the former CEO of GE, is the man who first coin the term Reverse mentoring and implemented it too. In 1999 Welch ordered 500 of his top manager to find worker who were internet savvy and to pair with them as mentors. Welch included himself in this efforts and committed blocks of time to learn about things such as internet, bookmarks and competitor websites. From this beginning organizations are expanding the reverse mentoring concept to a variety of topic. An outcome of reverse mentoring maybe the growing realization that mentoring is about sharing knowledge and expertise, no matter who has it. So that this knowledge within a firm can be leveraged to full advantage.

Unilever is a recent example of a company engaged in a reverse mentoring. The company is pairing rookie marketing executives to the senior manager. The program is meant to keep senior employees up to date on the digital marketing strategy. One of the first task addressed in the program was familiarizing the more senior manager with the marketing value of online social communities. Under the membership of younger associates, the senior executives created their own personal pages. Now when online marketing strategies are discussed, everyone at the table has had hands on experience with the medium and has better understanding of what is being discussed.

### **Questions:**

1. Reverse mentoring is appropriate for the company, justify your views.
2. In which area you can apply reverse mentoring of the company?

**OR**

**Wrong Decision**

No one in the world alive today would have missed the name Encyclopedia Britannica. For most of its 230 year history, the Magnum Opus has been viewed as illustrious repository of cultural and historical knowledge. Generations of students and librarians relied on the Britannica to research everything from the Aleutian islands to the history of Zydeco – but was before CD- ROMs and the internet became the study tools of choice. Suddenly, the 32-volume collection of encyclopedias seemed destined to fade into history. Britannica was slow to move into electronic media and practically ceded the market to start up such as Microsoft's Encarta. Managers made a serious blunder when they sold the company's Crompton Unit, CD-ROM pioneer now being used by millions of users. Even when Britannica finally produced a CD-ROM, it was priced at whopping \$. 1200 which the rival Microsoft was offering cut rate deals of giving Encarta away free with personal computers. When Jacob Safra and Swiss investment group bought Britannica, new top executives immediately began installing managers who could lead the company into the digital age. Safra believed Britannica could once again be the quality leader. However, decisions had to be made about how to compete with rivals such as Crompton's and Microsoft's Encarta, as well as the numerous free options available on the internet.

**Questions:**

1. If you assume you are a member of management team Britannica, what decisions would you make to successfully compete in today's environment?
2. What alternative would you consider for this case ?

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