

Seat No.: _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 1 – EXAMINATION – WINTER 2018**Subject Code: 2810004****Date: 28/12/2018****Subject Name: Organizational Behaviour****Time: 10:30am to 1:30pm****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

Which of the following is true about personality

1. A. Personality is always stable B. Personality depends on situation
C. Personality depends on clothing D. Personality comprises of traits, some of which are stable and some may change

Which of the following fields do not contribute to the field of organizational behavior?

2. A. Anthropology B. Sociology
C. Economics D. psychology

_____ is the key to power

3. A. Dependency B. Position in the company
C. Personality D. leadership

Sunita's boss thinks that because she is a woman, she will not accept foreign assignment. Which kind of shortcut is used here in judging Sunita?

4. A. Stereotyping B. Contrast effect
C. Selective perception D. None of the above

What does Rockeach's model studies?

5. A. Instrumental and terminal values B. motivation
C. Teams and groups D. personality

Which of the following is not an ego state as per transaction analysis

6. A. Parent B. Child
C. Adult D. Teacher

Q.1 (b) Define the Following 04

1. Machiavellianism
2. Organizational Behaviour
3. Instrumental Values
4. Person-job fit

Q.1 (c) Explain the difference between group and team. 04**Q.2 (a) Compare and contrast the need theories of motivation. 07**

- (b) Modern organizations give more and more emphasis to teams; but teams are not the answer to all your problems. Justify the statements and explain various types of teams. 07

OR

- (b) "Perception of a person depends on various factors." Explain the statement 07

- Q.3 (a) What are the stages of a group development process? **07**
 (b) Explain similarities and dissimilarities between charismatic leadership and transformational leadership **07**

OR

- Q.3 (a) What is transaction analysis? Write a detailed note on Johari Window. **07**
 (b) Orange pvt. Ltd. is a 50 year old firm. Since last few years, the sales of the firm are continuously dropping and employee turnover has also increased. The owners think that a good leader can bring the company out of these crisis. With the help of managerial grid, explain which type of leader will be best suited for the position and why? **07**
- Q.4 (a) How do new employees learn about the culture of the organization? **07**
 (b) You have been appointed as the manager of a design department at an automobile company. You have observed that most of the employees in your department are having high stress levels. What steps would you take to reduce their stress? What would you suggest the employees, do on their own to reduce their stress? **07**

OR

- Q.4 (a) Identify and explain the five stages of conflict process. **07**
 (b) As a manager if you have to apply the Kurt Lewin's change model to change the production process of your organization, how can you do it? **07**

- Q.5 Metropolitan Hospital was built two years ago and currently has a workforce of 235 people. The hospital is small, but because it is new, it is extremely efficient. The board has voted to increase its capacity from 60 to 190 beds. By this time next year, the hospital will be over three times as large as it is now in terms of both beds and personnel. The administrator, Clara Hawkins, feels that the major problem with this proposed increase is that the hospital will lose its efficiency. "I want to hire people who are just like our current team of personnel—hardworking, dedicated, talented, and able to interact well with patients. If we triple the number of employees, I don't see how it will be possible to maintain our quality patient care. We are going to lose our family atmosphere. We will be inundated with mediocrity, and we'll end up being like every other institution in the local area—large and uncaring!" The chairman of the board is also concerned about the effect of hiring such a large number of employees. However, he believes that Clara is overreacting. "It can't be that hard to find people who are like our current staff. There must be a lot of people out there who are just as good. What you need to do is develop a plan of action that will allow you to carefully screen those who will fit into your current organizational culture and those who will not. It's not going to be as difficult as you believe. Trust me. Everything will work out just fine." As a result of the chairman's comments, Clara has decided that the most effective way of dealing with the situation is to develop a plan of action. She intends to meet with her administrative group and determine the best way of screening incoming candidates and then helping those who are hired to become socialized in terms of the hospital's culture. Clara has called a meeting for the day after tomorrow. At that time she intends to discuss her ideas, get suggestions from her people, and then formulate a plan of action. "We've come too far to lose it all now," she told her administrative staff assistant. "If we keep our wits about us, I think we can continue to keep Metropolitan as the showcase hospital in this region."

Questions

1. What steps should be taken by the hospital to maintain its current culture with the increasing workforce?
2. Do you think a strong orientation program and socialization process can be useful? How?

Q.5

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Kelly Sellers is really fed up with his department's performance. He knows that his people have a very boring job, and the way the technological process is set up leaves little latitude for what he has learned about vertically loading the job through job enrichment. Yet he is convinced that there must be some way to make it more interesting to do a dull job. "At least I want to find out for my people and improve their performance," he thinks. The employees in Kelly's department are involved in the assembly of small hair dryer motors. There are 25 to 30 steps in the assembly process, depending on the motor that is being assembled. The process is very simple, and currently each worker completes only one or two steps of the operation. Each employee has his or her own assigned workstation and stays at that particular place for the entire day. Kelly has decided to try a couple of things to improve performance. First, he has decided to organize the department into work teams. The members of each team would be able to move the workstations around as they desired. He has decided to allow each team to divide the tasks up as they see fit.

Next, Kelly has decided to post each team's performance on a daily basis and to reward the team with the highest performance by giving them a "rubber chicken" award that they can display at their workbenches. The production manager, after checking with engineering, has reluctantly agreed to Kelly's proposal on a trial basis.

Questions

1. Do you think Kelly's approach to job redesign will work? Justify your answer with appropriate arguments.
2. If you were in Kelly's place, what would you have done differently to motivate your employees?

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