

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

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA – SEMESTER 01– • EXAMINATION – SUMMER 2018****Subject Code: 2810004****Date: 02/05/2018****Subject Name: Organizational Behavior (OB)****Time: 10:30 AM To 01:30 PM****Total Marks: 70****Instructions:**

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

Q1 (a). Select an appropriate option for the given questions: (6 marks)

1. The term \_\_\_\_\_ frequently is used in describing people and explaining their behavior.
  - a. Perception
  - b. Attitude
  - c. Stress
  - d. Attribution
2. \_\_\_\_\_ can be defined as the understanding, prediction, and management of human behavior in organization.
  - a. Organizational culture
  - b. Organization-based self esteem
  - c. Organizational behavior
  - d. Organization development
3. \_\_\_\_\_ developed the contingency model of leadership effectiveness.
  - a. Fred Fielder
  - b. Martin Evans
  - c. Robert House
  - d. Kerr and Jermier
4. Seeking your participation in making a decision or planning how to implement a proposed policy, strategy, or change is said as \_\_\_\_\_.
  - a. Pressure tactics
  - b. Exchange tactics
  - c. Coalition tactics
  - d. Consultation tactics
5. \_\_\_\_\_ seeks to measure, explain, and sometimes change the behavior of humans and other animals.
  - a. Psychology
  - b. Social psychology
  - c. Sociology
  - d. Anthropology
6. A theory that says that specific and difficult goals, with feedback, lead high performance is said as \_\_\_\_\_ theory.
  - a. Self-determination
  - b. Goal-setting
  - c. Cognitive evaluation
  - d. Self-efficacy

Q1 (b). Briefly explain the following terms with example: (4 marks)

1. Legitimate Power
2. Intrinsic motives
3. OCB
4. Selective perception

Q1 (c). Explain any two Impression Management techniques in organization politics, with help of example. (4 marks)

Q2 (a) Explain the conflict process with help of example. (7 marks)

(b) What is perception? Explain various factors that influence perception with help of an example. (7 marks)

**OR**

(a) What is leadership? Explain Path-Goal Leadership theory. (7 marks)

(b) "Change is basically positive." Discuss the pros and cons of this statement. (7 marks)

Q3. (a) Explain the relationship between Maslows five-level hierarchy, and Herzbergs two-factor theory of motivation. (7 marks)

(b) You are working as a Manager in XYE Company which is facing a problem with its workers. Explain how you are going to do the negotiation with the workers, with the help of negotiation process. (7 marks)

**OR**

(a) How is stress defined? Explain in brief with the help of a diagram, various causes of stress? (7 marks)

(b) What is meant by the term "job satisfaction"? Explain the major factors that influence job satisfaction with help of an example. (7 marks)

Q4. (a) What is organizational politics? Explain various factors that influence political behavior. (7 marks)

(b) Explain various steps of decision-making model with help of an example. (7 marks)

**OR**

(a) Define power in your own words. How does power differ from authority and from influence? (7 marks)

(b) Think of the times when you saw a very small group and a very large group in action. What impact do you think that group size had on their effectiveness? What other factors may have compensated for the disadvantage of less-than-ideal size?

(7 marks)

Q5. Case study:

### **Ketan leaves the Company**

It is believed that valuable employees quit their jobs every day. Usually, they leave for better positions elsewhere. Take Ketan, an experienced underwriter in a ZenTrade Insurance Ltd., who scribbled the following remarks on his exit interview questionnaire:

*This job isn't right for me, I like to have more input on decisions that affect me – more of a chance to show what I can do. I don't get enough feedback to tell if I'm doing a good job or not, and the company keeps people in the dark about where it's headed. Basically, I feel like an interchangeable part most of the time.*

In answer to the question about whether the company could have done anything to keep him, Ketan replied simply, "Probably not."

The question then comes, Why do so many promising employees leave their jobs? And why do so many others stay on but perform at minimal levels for lack of better alternatives? One of the main reason – Ketan's reason – can be all but invisible, because it's so common in so many organizations: a system-wide failure to keep genuine employees.

Corporations should be concerned about employees like Ketan. By investing in human capital, they may actually help reduce turnover, protect training investments, increase productivity, improve quality, and reap the benefits of innovative thinking and teamwork.

Human resource professionals and managers can contribute to corporate success by encouraging employees' empowerment, security, identity, connectedness, and competence. How? By recognizing the essential components of keeping their best people and by understanding what enhances and diminishes those components.

Ketan doubts that his company will never change, but other organizations are taking positive steps to focus on and enhance employee retention. As a result, they're reducing turnover, improving quality, increasing productivity, and protecting their training investments.

Questions:

- A. What lesson can this company learn from the case of Ketan? Suggest, what should the company can and should do? (7 marks)
- B. According to you, what is Ketan's satisfaction with and commitment to the job and firm? How does it relate on the determinants and outcomes of satisfaction and commitment? (7 marks)

**OR**

**Keeping things the same**

CityStar Hospital was built two years ago and currently has a workforce of 205 people. As this hospital is new, it is extremely efficient though small. The board has voted to increase its capacity from 70 to 200 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, Marin John, 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 doing 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 Marin 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. Thrust me. Everything will work out just fine."

As a result of Chairman's comments, Marin 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. Marin 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 CityStar as the showcase hospital in this region."

Questions:

- A. Explain, what can Marin and her staff do to select the type of entry-level candidates they want? (7 marks)
- B. How can Marin ensure that those who are hired come to accept the core cultural values of the hospital? What steps would you recommend? (7 marks)

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