

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA – SEMESTER 1 – EXAMINATION – WINTER 2016****Subject Code: 2810004****Date: 04/01/2016****Subject Name: Organizational Behavior (OB)****Time: 10.30 a.m. to 01.30 p.m.****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) Select the appropriate answer for the statements given below. (06)

1. _____ power represents the compliance that is achieved based on the ability to distribute positive benefits that others view as valuable.
A. Legitimate
B. Reward
C. Coercive
D. Personal
2. According to the Myers-Briggs Type Indicator (MBTI) classification, people belonging to the _____ type are practical and prefer routine and order and focus on details.
A. Sensing
B. Perceiving
C. Extroverted
D. Intuitive
3. _____ explains the ways in which we judge people differently, depending on the meaning we assign to a given behavior.
A. Attachment theory
B. Equity theory
C. Object relations theory
D. Attribution theory
4. Sunita has a positive attitude toward her organization. She feels the management treats all employees fairly in matters concerning rewards, is understanding toward their needs and requirements, and allows them to have a voice in decisions. Sunita's attitude toward her organization is indicative of _____.
A. Emotional contagion
B. Perceived organizational support
C. Self-concordance
D. Organizational justice
5. The first phase of group development for temporary groups involves _____.
A. The phase of inertia before transition
B. A period of accelerated activity
C. The determination of the group's direction
D. The transition to plan the major changes
6. The University of Michigan studies define a(n) _____ leader as one who takes a personal interest in the needs of his/her subordinates.
A. Task-oriented
B. Production-oriented
C. Contingency
D. Employee-oriented

- Q.1 (b) Define the following terms: (04)**
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|-----------------------------|-------------------------|
| 1. Escalation of commitment | 2. Cognitive dissonance |
| 3. Terminal values | 4. Self-efficacy |
- Q.1 (c) What is social loafing? How can the management undermine the tendency of social loafing? (04)**
- Q.2 (a) Define Organizational behavior. Identify the major behavioral sciences that contribute to the field of organizational behavior. (07)**
- Q.2 (b) What is attitude? Discuss the major components of attitude with help of examples. (07)**
- OR**
- Q.2 (b) Explain the similarities and dissimilarities between Maslow's hierarchy of needs theory and McClelland's theory of needs. (07)**
- Q.3 (a) Organizations have turned to teams as a better way to use employee talents. With reference to the statement, analyse the growing popularity of teams. Elaborate various types of work teams. (07)**
- Q.3 (b) Define Transactional Analysis. Explain three EGO states in detail supported by examples. Discuss the various inter-personal transactions that occur based on the ego-state that one operates from. (07)**
- OR**
- Q.3 (a) What power tactics can employees use to translate their power bases into specific actions and how does each one work? (07)**
- Q.3 (b) Compare and contrast charismatic leadership from the understanding of leadership under the attribution theory. (07)**
- Q.4 (a) Identify the five stages of the conflict process, and provide an example of how a manager would apply each stage of the conflict process in the workplace. (07)**
- Q.4 (b) What are the various forces that make it necessary for the organizations to change? Describe the various ways of overcoming resistance to change. (07)**
- OR**
- Q.4 (a) Discuss the psychological consequences of stress and describe some of the individual approaches to managing stress. (07)**
- Q.4 (b) Discuss the difference between strong and weak organizational cultures and discuss the effect that a strong culture can have on an acquisition or merger. (07)**
- Q 5 Read the following case study. Give suitable answers for the questions mentioned below: (14)**
- Mrs. Batra has been working in the administration department of a hospital in Mumbai for the last 20 years. She is highly dedicated to her job and has a very good rapport with her superiors and co-workers. About eight months ago, she was promoted into the upper ranks of management and was assigned to the supply department of the hospital as a manager. Everybody was happy for her and congratulated her on her promotion. The employees in this new department welcomed her and promised her all the cooperation. Mrs. Batra finds the job very challenging and psychologically rewarding. She is a very good manager and an interesting person. Everyone in her department likes to come to work because Mrs. Batra makes the day interesting. Since she became the manager, absenteeism is down by over 20 per cent. She has very pleasant personality and is always available to help her subordinates. She is efficient, responsible and responds to all communication in timely manner. She attends all meetings fully prepared to discuss all

issues under consideration. This is, she was, at least until last month.

During the last month, she seems to have changed considerably for the worse. Both her superiors and her subordinates find her behavior strange. She is not as polite and amicable as she used to be. Last week she missed a very important meeting of the top administrators. She was requested to research an issue and prepare the material to present at the weekly meeting. She did not do so. She is often late to work and does not take much interest in the communication she receives from superiors and other departments and does not respond to these memorandums in a timely manner. She has become aloof and seems tired most of the time.

The Director of the hospital, Mr. Verma, noticed this change in her behavior early and has been covertly monitoring her behavior for the last three weeks. Early today, Mr. Verma had a talk with one of the in-house psychiatrists explaining Mrs. Batra's changing work behavior patterns. The psychiatrist, Dr. Rekhi suggested that perhaps she has been over-working herself and takes the job too seriously. Mr. Verma suggested to Dr. Rekhi that he should talk to Mrs. Batra and find out if there were any difficult situations at home that might be affecting her behavior. Mrs. Batra has been married for over 20 years and has no children. Mr. Verma is concerned that Mrs. Batra ought to get help before she suffers a total collapse. Dr. Rekhi promised to do so.

Questions:

1. What are some of the symptoms of overload? Does Mrs. Batra seem to suffer from over-working conditions? Explain your reasons.
2. Given this information, do you think that there may be marital problems at her home that are affecting her work? Could it also be that her work is affecting her family life that is further affecting her work? Justify your speculations.
3. Does new behavior of Mrs. Batra affect other team members? Justify your answer.
4. Suggest remedial measures for Mrs. Batra if you were in place of Mr. Verma.

OR

Q 5

Historically, IBM was one of the most tradition bound companies on the planet. It was famous for its written and unwritten rules such as no layoff policy, its focus on individual promotions and achievement, the expectations of lifetime service at the company and its requirement of suits and white shirts at work.

(14)

IBM has clients in 170 countries and now does two third of its business outside the United States. As a result, it has overturned virtually all aspects of its old culture. One relatively new focus is in the teamwork area. While IBM, like almost all large organizations uses work teams extensively the way it does so is unique to instill in its managers an appreciation of local culture and as means of opening up emerging markets, IBM send hundreds of its employees to month long volunteer project teams in regions of the world where most big companies don't do business. Al Chakra, a software development manager located in Raleigh, North California was sent to join Green forest, a furniture manufacturing team in Timisoara, Romania. With Chakra were IBM employees from five other countries. Together the team helped Green Forest become more computer savvy to help its business. In return for the IBM team assistance, GreenForest was charged - well - nothing.

This is hardly pure altruism at work. IBM calculates these multicultural, multinational teams are good investment for several reasons. First they help lay the ground work for opening up business in emerging economies many of which might be expected to enjoy greater future growth than mature markets. Stanley Litow, the IBM VP who oversees the program also thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, "We want to build a leadership cadre that learns about these places and also learns to exchange their diverse background and skills." Among the countries where IBM has sent its multicultural teams are Turkey, Tanzania, Vietnam, Ghana and the Philippines.

As for Chakra, he was thrilled to be selected for the team. "I felt like I won the lottery." He said. He advised Green Forest on how to become a paperless company in 3 years and recommended computer systems to boost productivity and increase exports to western Europe.

Another team member, Bronwyn Grantham, an Australian who works at IBM in London advised Green Forest about sales strategies. Describing her team experience, Grantham said, "I have never worked so closely with a team of IBMers from such a wide range of competencies."

Questions:

1. If you calculate the person hours devoted to IBM team projects they amount to more than 180,000 hours of management time each year. Do you think this is wise investment of IBM human resources? why or why not?

2. Why do you think IBM culture changed from formal stable and individualistic to informal, impermanent and team oriented?

3. Would you like to work on one of IBM multicultural multinational project teams? Justify the answer.

4. Mutlicultural project teams often face problems with communications, expectations and values. How do you think some of these challenges can be overcome?
