

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA I - SEMESTER - I EXAMINATION – WINTER • 2014

Subject Code: 2810004

Date: 31-12-2014

Subject Name: Organizational Behavior (OB)

Time: 10:30 am - 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.

Q. No.	Question Text and Option	06
Q.1	1. Which of the following is/are the key features of organization? A. Social invention B. Group efforts C. Accomplishing goals D. All of these	
	2. Which of the following is / are method of managing stress? A. OB relocation B. Recreational facility C. Career counseling D. All the above	
	3. Raju believes that men perform better in oral presentations than women. What shortcut has been used in this case? A. The halo effect B. Projection C. The contrast effect D. Stereotyping	
	4. What sort of goals does Management By Objectives (MBO) emphasize? A. Tangible, verifiable and B. Challenging, emotional and constructive measurable C. Achievable, controllable and D. Hierarchical, attainable and effective profitable	
	5. Mr. Sunil's one-day salary was deducted because of his uninformed leave, as he was already warned about this behaviour. It is an example of which method of shaping behaviours? A. Reinforcement B. punishment C. Positive Reinforcement D. Negative Reinforcement	
	6. People with which type of personality trait commonly make poor decisions because they make them too fast? A. Type As B. Self-monitors C. Type Bs D. Extroverts	
	(b) Explain the following terms.	04
	1. OCB 2. Machiavellianism 3. Availability bias 4. Workplace spirituality	
	(C) What is culture? Explain different types of culture.	04

- Q.2 (A)** Describe organizational factors that might constrain decision makers. **07**
(b) Identify five different criteria by which organizations can compensate employees. Based on your knowledge and experience, do you think performance is the criterion most used in practice? Discuss. **07**
- OR**
- (b)** How are opportunities, constraints and demands related to stress? Give an example of each. **07**
- Q.3 (a)** What do you think is the single most critical “people” problem facing managers today? Give specific support for your position. **07**
(b) One day your boss comes in and he is nervous, edgy, and argumentative. The next day he is calm and relaxed. Does this behavior suggest that personality traits are not consistent from day to day? **07**
- OR**
- Q.3 (a)** “The cognitive evaluation theory is contradictory to reinforcement and expectancy theories.” Do you agree or disagree? Explain. **07**
(b) Would you prefer to work alone or as part of a team? Why? How do you think your answer compares with others in your class? **07**
- Q.4 (a)** “Leaders make a real difference in an organization’s performance.” Build an argument in support of this statement. Then build an argument against this statement. **07**
(b) You are a sales representative for an international software company. After four excellent years, sales in your territory are off 30 percent this year. Describe three defensive responses you might use to reduce the potential negative consequences of this decline in sales. **07**
- OR**
- Q.4 (a)** “Participation is an excellent method for identifying differences and resolving conflicts” do you agree or disagree? Discuss. **07**
(b) List and discuss the four major sources of stress in your life during the last two years. **07**

Case Study

- Q.5** Selection and placement are the two most critical decisions that all organizations make. Like other organizations, various inputs such as competence tests, personality assessments, letters of recommendations, interviews and so on lead Jet Airways also to the final decision. Besides, Jet Airways follows a unique and unconventional selection process. One classical example of such process is the case of a highly qualified and experienced pilot who was interviewed for the position of cockpit in the late 1990s. He was duly certified to fly all of the aircraft in the Indian territory or inventory. He enjoyed quite good letters of recommendation as well. He also presented himself very well. He had an excellent and impressive interview with a panel of six pilots from Jet Airways, Air India, and Indian Airlines. The panel gave him Consensus rave reviews. The promising pilot assumed his competence and expertise alongwith his relationship with peer group constitute his power base. **14**
- Jet Airways has a unique organizational culture to it where all people regardless of job description and roles are considered important. For example, unlike other organisations having a personnel department, Jet Airways has a “people department”. People in Jet Airways has their own influence over selection decisions.

For that matter, the Travel Agent who booked the pilot's flight from Calcutta to Mumbai had his input into the final decision in pilot's selection. Similarly, the coordinator who arranged the pilot's interviews also contributed his input into the final decision. The receptionist who received the pilot at Bombay for his scheduled interviews had her own say in the final decision of pilot's selection. What it does mean is power at Jet Airways is in the hands of the people working in it.

However, the pilot failed to obtain the job at Jet Airways despite his recognized competence as a pilot, his strong recommendations, and quite high grades awarded by the panel of six pilots. These factors were undoubtedly very much in his favor. But he was rude to the travel agent who booked his air ticket from Calcutta to Mumbai. He was not polite to the coordinator who arranged his schedule of interviews in Mumbai. Finally, he failed to be polite to the receptionist when he arrived for his interview in the Head Office of Jet Airways at Mumbai. What happened? Three strikes and he was out.

Questions

1. What made the pilot fail the job in Jet Airways?
2. What lessons, as a prospective job seeker, will you draw for yourself from this case?

OR

Q.5

Case Study

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'It is not just the monotonous work and the target pressure that cause stress'. Call center employees have different reasons to explain the high attrition rate in the industry. Graveyard shifts (late night shifts), repetitive nature of the work and the inherent work pressure not only cause serious disruptions in the biological system but also the social lives of many youngsters who have taken a such jobs.

On the other hand, managers feel that they are providing a quality life to employees by providing five-figure salaries, an air-conditioned work place, frequent breaks and even food to eat at the company's expense. Many managers feel that the rosy picture of a glamorous BPO yuppie backfires when an employee actually encounters the work pressure on the job and then, this keeps the 'door-revolving'.

Questions:

- a) Looking at the soaring salaries and training costs on the employees, how do you think managers can motivate these youngsters to stay back on their jobs and make them perform effectively. (Answer in points).
- b) What do you think are the potential stressors for these young employees? Also, list down the ways in which they can cope up with the stress at the individual level.
