

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER- 1 – EXAMINATION – WINTER 2015

Subject Code: 2810004

Date: 21/12/2015

Subject Name: Organizational Behavior

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.

Q.1 (a).

06

1. All of these are emerging trends in organizational behavior except which one?
A. The changing workforce B. Command and control structure
C. Globalization D. Emerging employment relationships
2. Which group made the greatest contribution to OB through their study of group behavior?
A. Political Science B. Psychology
C. Social Psychology D. Sociology
3. The focus of a person's attention appears to be influenced by:
A. interests, attitudes, beliefs, and motives B. experiences, beliefs, attitudes, and personality
C. experiences, motives, values, and judgments D. interests, motives, attitudes, and personality
4. A virtual team is a collection of people who are _____ separated but still _____ together closely.
A. physically; think B. geographically; work
C. temporally; work D. geographically; decide
5. The process that adapts new employees to the organization's culture.
A. Initiation B. Adaptation
C. Socialization D. Training
6. Which of the following styles, of conflict management, results in one party to the dispute subjugating themselves to the wishes of the other?
A. accommodating B. collaborating
C. avoiding D. compromising

Q1. (b) Define followings:

04

1) Power, 2) Terminal Values, 3) Projection, 4) Narcissism

Q1. (c) What types of barriers prevent people from changing their attitude?
How can attitude be changed?

04

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- Q.2 (a)** What is transformational leadership? How is it different from transactional and charismatic leadership? **07**
- Q.2 (b)** Describe how organizations use symbols and stories to communicate values and beliefs. Give some examples of how symbols and stories have been used in organization with which you are familiar. **07**
- OR**
- (b)** What is an attitude? What are its characteristics? Discuss three components of attitude? **07**
- Q.3 (a)** Do you think expectancy theory is too complex for direct use in **07**

		organizational setting? Why or why not?	
	(b)	Write short notes on : (i) ERG theory of motivation. (ii) Path-Goal theory of motivation	07
		OR	
Q.3	(a)	What are the “Big five” personality traits? Which one seems to have the biggest impact on performance? How would knowledge of the big five help you in your job as a manager?	07
	(b)	Why is it useful for a manager to understand group behavior? Why is it useful for an employee?	07
		OR	
Q.4	(a)	What is Transactional Analysis? What are the basic components of TA which are useful for organizational development?	07
	(b)	If you could be strong in one power category, which type would it be? Does this depend on the organization you work for? Why or why not?	07
		OR	
Q.4	(a)	Among five types of conflict handling styles, which is strongest and which is weakest? How can you improve your ability to handle conflict?	07
	(b)	Discuss the pros and cons of the statement: “Change is basically positive”	07
Q.5		Case: The Piano Builder	14

Jackson builds piano from scratch. He is a consultant to a piano manufacturer. He is on call and works about one week a month, including some travel, to solve problems of customers. He also rebuilds about a dozen grand pianos every year for special customers; but, according to Jackson, the most satisfying part of his life is his hobby for building pianos from the beginning. “It’s the part that keeps a man alive,” he says, the challenge of the work is what lures Jackson onward.

He derives satisfaction from precision and quality, and he comments, “Details makes the difference. When you cut a little corner here and the little corner there, you’ve cut a big hole. A piano is like human body; all the parts are important.”

Jackson has a substantial challenge in making a whole piano. His work combines skills in cabinetmaking, metalworking, and engineering, with knowledge of acoustics and a keen ear for music. It requires great precision, because a tiny misalignment would ruin a piano’s tune. It also requires versatility: a keyboard must be balanced to respond to touch of a finger; the pinblock, on the other hand must withstand up to 20 tons of pressure. In addition, he had to make many of his own piano construction tools.

Jackson has built forty pianos in his thirty-four-year career. Though construction takes nearly a year, he sells his piano at the most price of a commercial piano. He is seeking not money but challenge and satisfaction. He says, "The whole business is a series of closed doors. You learn one thing, and there's another closed door waiting to be opened." Jackson says his big dream is to build a grand piano: "it is one thing I haven't done yet and want to do."

Questions:

1. Discuss the nature of Jackson's motivation in building pianos.
2. What are Jackson's drives and needs? Would a behavior modification program affect his motivation? Why or why not?
3. How could a manufacturer of pianos build the motivation Jackson has now in to his employees?

OR

Q.5

Case: I and My Group mates

14

This story dates back to my days when I was an undergraduate pursuing my degree in engineering. I am from a small town and initially, I had few friends. But as the semester progressed, I started finding people with whom I was comfortable and soon I had a nice group.

My group included Nitin, Satish, Pratik, Vaibhav, Kishan, Piyush and Narendra. Nitin was the lazy but a strong fundamental knowledge, who slept mostly and played the role of a decision-maker for the usual range of our activities that comprised dinner and fun. Satish was a naughty, Vaibhav was Mr. Understanding. Pratik was pre occupied by his criticisms typically on NRG (non-resident Gujaratis) about all the things in the world. Piyush was the critic who did not like India and firmly believe that non-violence pushed India decade back. Kishan and I were the Mr. Adjustables in the interest of our group. So far as my story goes, Narendra was Mr. Conflict. Initially, everything was moving happily for us, though.

During the second year, we were all preparing for the scholarship under the *Kishor Vaignayak Protsahana Yojna* (Young Scientist Encouragement Scheme) offered by the Department of Science and Technology of the central government. There was first qualifying round which required the submission of abstract along with observations supporting our idea and its feasibility. Interview awaited those who cleared first round.

We all worked very hard and all the teams could submit their wire-ups just before the deadline. Narendra had finished his report earlier but he was waiting for the rest of us to finish ours. We had decided to submit all our reports on the same day, which he had not liked much, and Nitin took longer than everybody to finalize his report.

Two months later, the results were out. From 20 proposals shortlisted from all over the country, eight were from our institute alone, and to our joy. Nitin and Vaibhav had cleared the first round. I, Piyush and Kishan started preparing for celebrations, but Narendra blamed his failure on late submission caused by Nitin. Later we did have discussion on his matter to resolve the feeling, but the crack had already appeared.

Nitin and Vaibhav, both being down-to-earth, shrugged off the limelight they were receiving to mere hard work. Soon time passed and it was time for our juniors to prepare for their proposals for the same scholarship. Since the scholarship is available to students only once in the second year, the juniors usually take help and guidance from the seniors during our one of the college event.

We found out around this time that the students who were advised by Nitin and Vaibhav were later asked to change their views by Narendra. We thought it might be due to some misunderstanding. But there were several confirmations in several cases, so the two stopped giving guidance to the juniors rather than create confusion or damage image of our groups.

Gradually, our group meetings were marked by the absence of Nitin and Vaibhav. Finally, one day Narendra asked angrily why he was being avoided. At this point Nitin describe the whole history. The scene did not go out of hands, and actually, towards the end of our degree course, we even patched up, but things never. Sometimes, Narendra complained to me or Kishan in the absence of Nitin and Vaibhav, but I felt that we had such a vibrant, energetic group full of potential. We could have shared this with many of our juniors and could have done wonders to our institutional events. Somehow, we did some of things alright, but something was missing all along.

Questions:

1. What is the type of group the friends have in this given case?
2. How does group developed?
3. What role is Narendra playing for the group? How effective is he?
