GUJARAT TECHNOLOGICAL UNIVERSITY
MBA. Sem-I Regular / Evening Examination January/ February 2011

Subject code: 810005
Subject Name: Organizational Behaviour

Date: 03 /02 /2011   **Time: 10.30 am – 01.00 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)** Define the following terms: **07**
   1. Culture
   2. Stereotyping
   3. Power distance
   4. Social loafing
   5. OCB
   6. Hindsight bias
   7. Negotiation

(b) What are the main strengths and weaknesses for Indian organization culture?   **07**

Q.2 **(a)** " Behaviour is generally predictable, so there is no need to formally study OB."   **07**
Why? Is the statement wrong?

(b) What are the major job attitudes? In what ways are these attitudes alike? What is   **07**
unique about each?

OR

(b) What is Transactional Analysis? What are the basic components of TA which are   **07**
useful for human development?

Q.3 **(a)** What are values? Define in brief, types of values as per RVS (Rokeach Value   **07**
Survey).

(b) How can you relate Herzberg's two factor theory of motivation to the Maslow's   **07**
need hierarchy?

OR

Q.3 **(a)** How do the contemporary theories of work motivation complete one another?   **07**
Explain their integration.

(b) How teams are differing than groups? What types of teams playing important role   **07**
in today's quality management?

Q.4 **(a)** What is perception? Identify various shortcuts individuals use in making   **07**
judgments for others and how these shortcuts are applicable in organization?

(b) Explain "Johari window" as an effective tool for improving quality of   **07**
communication.

OR

Q.4 **(a)** What is stress? Explain a model of stress (management) to understand it better.   **07**
(b) Write short notes on any TWO   **07**
   1. Power and politics – a relationship
   2. Conflict- management techniques
   3. Sources of emotions and moods

1

Q.5 **(a)** How is contingency approach differing from early behavioral theories of leadership? Explain any ONE contingency theory in brief. **07**

(b) "A strong culture affects an organization's efforts to improve diversity"- Comment on the sentence. **07**

OR

Q.5 **(a)** What roles contemporary leaders play in organization? Is there any attention ethics received by those roles? **07**

(b) Read the case given below and answer the following questions: **07**

There are not many women in the position of leadership in corporate India. The growth of women in the corporate world has been slow, probably due to the glass ceiling and role stereotypes. Barring a few females who have made it to the top, others have only reached till the middle/ senior level of management. Family and social support and education level are important factors for leadership in the business world. Besides, family has priority over career for women in India. Thus, few women cut through all the barriers and reach the top. One such example is Naina Lal Kidwani, chairperson and managing director, the HSBC investment banking and securities business in India. According to her, in India," there is an extended family of mothers, sisters, and mothers-in-law ready to step in along with the easily available domestic help. However, despite these advantages in the urban middle class in India, women are only now entering the corporate world"

A graduate from HBS, Naina joined ANZ Grindlays Bank in India 1982. Having done her stints in a variety of jobs in merchant, retail and investment banking, she moved to Morgan & Stanley in 1994 to manage its operations in India. She has been a high achiever throughout. Naina was ranked 3rd by Fortune Magazine in their maiden list of the world's top women in business in Asia (2000), and later it placed her among the top 50 women in business in three successive years. Time magazine selected her as one of 2002's fifteen emerging' Global Influential's'. She is chairperson of various committees of industry associations.

Naina is not only successful in professional life, but in her personal life too; she is married with two children.

1. What are the barriers for women to become corporate leaders?

2. What competencies are needed by women to succeed in corporate life? Are those same or different than men?

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Seat No.: _____   Enrolment No._____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA Semester –I Examination Dec'11- Jan'12

Subject code: 810005   **Date: 04/01/2012**
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.**

Q1. (a) Define the following terms: 07
1.   Perception
2.   Group
3.   Emotional Labor
4.   Virtual teams
5.   Instrumental Values
6.   Machiavellianism
7.   OCB
(b) Briefly explain the evolution of Organizational Behavior and the various fields
contributing to the field of OB   07

Q2. (a) Briefly explain the Impact of Values and attitude on Organizational Behavior of
an individual.
(b) Briefly explain any two Content theories of Motivation   07
OR
(b) Briefly explain the Big Five Model of Personality.   07

Q3. (a). Briefly explain the factors influencing perception.   07
(b). Analyze the advantages and challenges of electronic communication in the
Organization.   07
OR
Q3. (a). Explain the group development model with each stage in detail.   07
(b). Explain the different types of teams and their importance in an organization. 07

Q4. (a). Explain Mintzberg's Stages and Routines in decision-making.   07
(b). Define Power and explain the different types of Power.   07
OR
Q4. (a). What is Politics? Is Organizational Politics good or bad? Why?   07
(b). What is Stress? What are the consequences of Stress?   07

Q5. (a). Briefly explain Organizational Culture? Explain the different types of cultures
prevailing in organizations.   07
(b). Path Goal leadership theory explains the impact of leadership on performance.
Justify.   07
OR
Q5. (a). Briefly explain the term "Leadership". Explain the "Trait Theory" of leadership. 07
(b). Briefly explain "Organizational Climate". Explain how the structure and culture
of an Organization are related.   07

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GUJARAT TECHNOLOGICAL UNIVERSITY
M. B. A. 1ST Semester Remedial Examination –July- 2011
Subject code: 810005
Subject Name: Organizational Behavior

Date:12/07/2011   Time: 02:30 pm – 05:30 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)**	Explain frequently used short cuts in judging behavior of others.	**07**
	(b)	Discuss how Big Five Model of personality predicts behavior at work.	**07**
Q.2	**(a)**	Explain Hofstede's cultural dimensions with implications.	**07**
	(b)	Identify similarities and differences among Maslow's need hierarchy theory, ERG theory and McClelland's need theory.	**07**
		OR	
	(b)	Describe various plans of motivating employees.	**07**
Q.3	**(a)**	Discuss group development process.	**07**
	(b)	What is transformational leadership? How is it different from transactional and charismatic leadership?	**07**
		OR	
Q.3	**(a)**	Discuss in brief Team Effectiveness Model.	**07**
	(b)	What are the central view points and limitations of contingency theories of leadership?	**07**
Q.4	**(a)**	Briefly discuss the factors that influence political behavior.	**07**
	(b)	Outline conflict management techniques.	**07**
		OR	
Q.4	**(a)**	Explain negotiation process in detail.	**07**
	(b)	Describe the five bases of power.	**07**
Q.5	**(a)**	Explain Mintzberg's managerial role.	**07**
	(b)	Discuss functional and dysfunctional effects of culture.	**07**
		OR	
Q.5	**(a)**	Identify challenges and opportunities managers have in applying OB concepts.	**07**
	(b)	Explain the factors that create and sustain an organization's culture.	**07**

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GUJARAT TECHNOLOGICAL UNIVERSITY
M.B.A -Ist SEMESTER–EXAMINATION –JUNE- 2012

Subject code: 810005   **Date: 11/06/2012**
Subject Name: Organizational Behavior (OB)
Time: 02:30 pm – 05:30 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)	Identify similarities and differences among Maslow's need hierarchy theory, ERG theory and McClelland's need theory.	(07)
Q1.(b)	Explain the concept of Johari window & discuss it briefly.	(07)
Q2.(a)	Applied behavioral science is built on contribution from number of behavioral disciplines. Comment.	(07)
Q2.(b)	Path goal leadership theory explains the impact of leadership on performance. Justify.	(07)
OR		
Q2.(b)	Discuss how Big Five Model of personality predicts behavior at work.	(07)
Q3.(a)	Explain trust dimensions and discuss different types of trust.	(07)
Q3.(b)	Define Organizational Culture. Explain the factors that create and sustain an organization`s culture.	(07)
OR		
Q3.(a)	Explain negotiation process in detail.	(07)
Q3.(b)	Explain the concept of power and also discuss different types of power in detail.	(07)
Q4.(a)	Explain frequently used short cuts in judging behavior of others.	(07)
Q4.(b)	State the difference between Group and Team. Discuss the group development process.	(07)
OR		
Q4.(a)	Define Conflict. Outline the conflict management techniques.	(07)
Q4.(b)	What are values? Define in brief, types of values as per RVS (Rokeach Value Survey).	(07)
Q5.(a)	Explain the sources and the consequences of stress.	(07)
Q5.(b)	Explain the individual and organizational approaches for managing stress.	(07)
OR		
Q5.(a)	Define Transactional Analysis. Explain the ego states by Dr. Eric Berne in detail.	(07)
Q5.(b)	Define Trust. Explain the difference between a Transactional and a Transformational leader.	(07)

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA Semester –I Examination Dec'11- Jan'12

Subject code: 2810004   **Date: 04/01/2012**
Subject Name: Organizational Behaviour (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.1 **(a)** Define the following terms briefly: **07**
1. OB
2. Terminal values
3. Stereotyping
4. Power distance
5. Social loafing
6. Hindsight bias
7. Negotiation

(b) Explain the following terms briefly: **07**
1. Cognitive Dissonance Theory
2. Emotional Intelligence

Q.2 **(a)** What is attribution theory? How can locus of control be applied to **07** workers and managers? Which two errors and biases have surfaced? Give an example of each

(b) What do you understand by the term 'job satisfaction'? What kind of **07** impact does it have on employees' performance?

OR

(b) What are the "Big Five" personality traits? Which one seems to have **07** the biggest impact on performance?

Q.3 **(a)** What are some of the common biases or errors that people make in **07** decision making?

(b) In your own words, explain briefly Maslow's theory of motivation. **07** Relate it to Herzberg's two-factor theory and Alderfer's ERG model.

OR

Q.3 **(a)** The path-goal theory of leadership described two sets of contingency **07** factors – personal factors of subordinates and work environment factors. Discuss how these factors affect the choice of leader behavior.

(b) Identify and describe the four major group decision-making styles. **07** What are some strengths and weaknesses of these styles?

Q.4 **(a)** How does dominant culture differ from a subculture? In your answer **07** be sure to define both terms. How does organizational culture develop? What four steps commonly occur?

(b) What are the three critical situational variables identified by Fiedler? If **07** these are very favourable, what is the most effective style to use?

OR

Q.4 **(a)** What forces act as sources of resistance to change? **07**

(b) What is power? Explain the general dependency postulate and how is **07** dependency created?

Q.5 **(a)** Will integrative negotiations (win-win) always work? Why or why not? **07** Describe some of the difficulties that an individual might encounter while attempting integrative negotiations.

(b) Not all stress is bad for people. Eustress is possible and is exhilarating **07** for many. Discuss the conditions under which you believe you experience eustress.

OR

Q.5 **(a)** Write an imaginary conversation with at least five lines of dialogue for **07** each character between two persons so that they fulfil the following requirement in the following situations. After writing the dialogues, analyse the same and comment on its possible outcomes and effectiveness.

Characters: One Male Boss (33 years) and One Female Subordinate (26 years)

Place: Office – Canteen

Setting: The female subordinate has not performed her job responsibilities and was not successful in achieving her results the last year. Even though not performing her duties she is expecting promotion. She is very skilful and has almost convinced her boss with the reasons for not achieving the targets last year. The boss has accepted the reasons given by the subordinate and plans to promote the subordinate by giving her one more opportunity.

Keeping the Ego States of Transactional Analysis in mind you are required to frame dialogues between these two characters and highlight which Ego states are present during their interaction.

(b) Write a short note the following terms: **07**
1. Impression management
2. Conflict handling intentions

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GUJARAT TECHNOLOGICAL UNIVERSITY
MBA Sem.- I   Examination January 2010

Subject code: 810005   **Subject Name: Organizational Behavior**
Date: 27 / 01 / 2010   **Time: 12. 00 – 2.30 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)**   Discuss the Individual and organizational approaches to managing diversity.   **07**
           (b)   Define : 1 - Contrast effects   2 - Knowledge management 3 -   Classical conditioning   **07**
                        4 - Mentoring   5 - Reinforcement   6 - Terminal values
                        7 - Communication

Q.2   **(a)**   Applied behavioral science is built on contribution from number of behavioral   **07**
                  disciplines. Comment.
           (b)   Discuss the various challenges to applied behavioral science.   **07**
                                          OR
           (b)   Modern organization designs meet the challenges of new environment. Explain briefly.   **07**

Q.3   Read the following case and answer the questions given at the end.

High tech – High Fear

Both the popular and academic press proclaim how wonderful advanced technology is for today`s organizations. For example, B2B processes can dramatically cut a form`s costs. The other side, the dark side of this high – tech revolution, however, is seldom mentioned. Although young employees who grew up with computers in their schools and homes may be adaptable and open to IT changes in the workplace, and certainly some middle-age and older employees at all levels welcome and are excited by the IT challenges, a significant number of today`s employees of all ages are not only resistant, but downright terrified.

With the dramatic changes brought on by the new technological environment, today's employees have been trust into a whole range of emotional reactions, from surprise to fear to anger to even shame. Competent, secure employees who were very optimistic and efficacious about their job duties in the old economy have become pessimistic and questioning of their abilities and cognitive resources necessary to be successful in this new high tech environment.

Here is a recent list of human problems associated with the advent of advanced technology in today`s organizations:

1.   Feelings of being overwhelmed, intimated, and ashamed of not being able to keep up with job demands.
2. Some employees belief that they are actually being enslaved, not empowered, by new technology.

3. Fears of appearing incept, unintelligent, or resistant to change.
4. A diminished ability to solve problems, fostering a sense of hopelessness and worry.
5. Loss of respect by the boss, peers, and subordinates.
6. Physiological disturbances brought on by longer hours, time pressures, and even hormone shifts brought on by being physically isolated.
7. Mood swings, depressions, exhaustion, and attention deficits.

Obviously, these feelings, beliefs, fears and physical/mental dysfunction are taking their toll on the people affected but there also may be an impact on quality, productivity, and retention.

Q-I What are the trade-offs in today`s organizations between the positives and negatives of advanced technology? Does it really matter of some of the older employees are having a hard time adjusting ; aren`t they on their way out anyway and they can be replaced by the technology? On balance, what do you feel about the impact of technology? **05**

Q-II In the "dark side" of IT presented in this case, there are many implications for self – efficacy, optimism, hope, resiliency, emotional intelligence, SWB. Describe a specific example of each of these POB constructs. **05**

Q-III In general, how can the understanding of the POB constructs help overcome the list of problems presented in the case? How can the manager of a unit consisting of mostly older, computer anxious, if not illiterate, employees who were very effective under the old system use these concept to make a more successful transition to a new, technologically sophisticated operating system? **04**

OR

Q.3 (a) Discuss the basic difference between content theories and process theories of work motivation. "Expectancy theory directly aims at work motivation." Explain. **07**
(b) Establish the relationship between Need hierarchy theory and Herzberg's two-factor theory of motivation. **07**

Q.4 (a) Explain the various conditions of Interpersonal conflict and Intergroup behavior conflict. **07**
(b) How would you define power? How does power differ from authority? Explain citing suitable examples. **07**
OR
Q.4 (a) Path goal leadership theory explains the impact of leadership on performance. Justify. **07**
(b) Explain any two Modern theoretical processes of leadership. **07**

Q.5 (a) A number of barriers can retard or distort effective communication. Explain giving suitable examples. **07**
(b) How do group members transfer meaning between and among each other? **07**
OR
Q.5 (a) Explain the factors that create and sustain an organization`s culture. **07**
(b) What types of barriers prevent from changing their attitudes? How can be attitudes can be changed? **07**

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GUJARAT TECHNOLOGICAL UNIVERSITY
M.B.A -Ist SEMESTER–EXAMINATION –JUNE- 2012

Subject code: 2810004   **Date: 11/06/2012**
Subject Name: Organization Behaviour (OB)
Time: 02:30 pm – 05:30 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) What is Organization Behaviour? Explain the various disciplines of it.   **07**
    (b) Define: **07**
        1 - OCB
        2 – Grapevine
        3 - BATNA
        4 – Halo Effect
        5 - Narcissism
        6 - Social loafing
        7 -MPS

Q.2 (a) Define the terms Motivation and explain Maslow's Hierarchy of Need Theory. **07**
    (b) Does Behavior Always Follow from Attitudes? – Comment   **07**
OR
    (b) Which types of methods should be used for Shaping the Individual Behaviour?   **07**

Q.3 (a) Define personality and explain The Myers-Briggs Type Indicator.   **07**
    (b) Define Culture in contemplation with Hofstede' s Five culture Dimension.   **07**
OR
Q.3 (a) Explain the Classical Condition Theory given by Pavlov.   **07**
    (b) Define Perception and Explain the Attribution theory for judging others.   **07**

Q.4 (a) Explain the conflict and explain various Techniques in which Conflict have been
      Resolved   .   **07**
    (b) Define power? Explain any three types of Power with suitable examples.   **07**
OR
Q.4 (a) Explain the Concept of Johari Window.   **07**
    (b) Define the terms Leadership and explain House's Path-Goal Theory.   **07**

Q.5 (a) Explain the various Type of Teams with suitable examples.   **07**
    (b) Define the term Leadership and Explain Transactional Vs Transformational
      Theories of Leadership with appropriate examples.   **07**
OR
Q.5 (a) Define organization's culture and explain types of it with suitable examples. **07**
    (b) Virtual Organization Structure is the best option for the Success of many firms in
      Today's global environment. - Comment   **07**

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