

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 1 – EXAMINATION – SUMMER 2018**

**Subject Code: 3519204****Date: 02/05/2018****Subject Name: Organizational Behaviour (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.

- Q.1** Explain the following terms 14
- a) Halo effect
  - b) Hygiene factors
  - c) Referent power
  - d) Learning organization
  - d) Brainstorming
  - e) Job enlargement
  - g) Persistence Culture
- Q.2** (a) Explain the contributions made by various behavioral science discipline to OB. 07
- (b) What is MBTI? What are the dimensions in MBTI? 07
- OR**
- (b) What are personal values and organizational values? Discuss with example the importance of values in the workplace. 07
- Q.3** (a) What are the Stress outcomes? Describe the moderators of Stress. Explain with examples Stress prevention and management techniques. 07
- (b) What are the different approaches to Change Management? In this connection discuss the learning principles in change management 07
- OR**
- Q.3** (a) State the various reasons of group formation. Discuss about the stages of Group Development. 07
- (b) What are Perceptual selectivity and Perceptual organization? What are the Perceptual errors and distortions connected with these two processes? State ways of reducing perceptual errors 07
- Q.4** (a) What are the different types Of Organizational Decision-Making Processes -Describe with suitable examples. In this connection describe the Contingency Framework For Using Decision Models 07
- (b) Why is it important for a manager to consider the various components of motivation when diagnosing motivation problems? Explain. 07
- OR**
- Q.4** (a) What is Multicultural Leadership and why knowledge of it is important for managers?-Justify with suitable examples 07
- (b) What causes intergroup conflict? What are the causes of dysfunctional intergroup conflict? What are the ways of managing intergroup conflict through Resolution? 07

**Q.5**

**CASE STUDY:**

Bright Resources' plant makes heavy-duty pumps designed to move commodities such as refined oil and chocolate. The plant has 160 employees. Historically, management assigned employees to operate the same machine for months or even years at a time. In this way, each employee became intimately familiar with a narrow task. And employees used their expertise to earn more money. Until 1997, about half the workforce at the plant earned a premium, on top of their hourly wages, based on the number of pumps or pump parts they produced. The old system gave them a strong incentive to conceal output enhancing tricks they had learned, even from co-workers. Today, the plant's employees receive a straight hourly wage. To make the plant more flexible, management encourages workers to learn a variety of jobs and accept moves to different parts of the factory floor. Many of the plant's older employees, however, have not welcomed the change. One of those is Bhuvan. Bhuvan is 56 years old and has worked at the Bright plant for 24 years. Bhuvan does not like changing jobs and he does not like telling anyone anything about what he does. "I don't want to move around," he says, "because I love my routine—it helps me get through the day." Bhuvan's job is cutting metal shafts for industrial pumps. It's a precision task: A minor error could render a pump useless. Bhuvan is outstanding at what he does. He is known for the accuracy of his cuts. His bosses also say he can be hours faster than anyone else in readying his giant cutting machines to shift from making one type of pump shaft to another. Management would love to incorporate Bhuvan's know-how into the manufacturing process, but he refuses to share his secrets even with fellow workers. "If I gave away my tricks, management could use [them] to speed things up and keep me at a flat-out pace all day long," says Bhuvan. Employees like Bhuvan worry when they read about companies soliciting employees' expert advice in the name of making their plants more competitive, and then turn around and move jobs to lower-wage locations abroad. Bright's top management, however, says they have no plans to relocate jobs or otherwise hurt workers. They merely want to pool employees' knowledge to make the plant stronger. "We've realized that to get competitive, we need to start asking these guys what they know," says Bright's president

**Questions**

- A. Explain Bhuvan's behaviour in power terms. **7**
- B. What does this case say regarding implementing knowledge-  
Management systems? **7**

**OR**

**Q.5**

Bob Wood is 32. But if you listened to him, you would think he was 65 and washed up. “I graduated from university at a great time. It was 1996. I started as an analyst for Accenture, worked as a health care IT consultant for two other firms, and then became chief technology officer at Claimshop.com, a medical claims processor.” By 2001, Bob was making \$80 000 a year plus bonus, driving an expensive European sports car, and optimistic about his future. But Bob Wood has become a statistic. He’s one of the Canadians born between 1966 and 1975 whose peak earnings may be behind them. Bob now makes \$44 000 as a technology analyst at a hospital and is trying to adjust to the fact that the go-go years of the late 1990s are history. Like many of his generation, Bob is mired in debt. He owes \$23 000 on his university loans and has run up more than \$4500 on his credit cards. He faces a world very different from the one his father found when he graduated from college in the early 1960s. “The rules have changed. And we Generations Xers are getting hit hard. We had to go to university to get a decent job. But the majority of us graduated with tuition debt. The good news was that when we graduated, the job market was great. I got a \$5000 hiring bonus on my first job! The competition by employers for good people drove salaries up. When I was 28, I was making more money than my dad, who had been with the same company for over 20 years. But my dad has job security. And he has a nice retirement plan that will pay him a guaranteed pension when he turns 58. Now look at me. I don’t know if I’ll ever make \$80 000 again. If I do, it’ll be in 20 or more years. I have no job security. I’m paying \$350 a month on my university loans. I’m paying another \$250 more in payments on my BMW. And my girlfriend says it’s time for us to settle down and get married. It would be nice to own a house, but how can I commit myself to a 30-year mortgage when I don’t know if I’ll have a job in six months?” “I’m very frustrated. I feel like my generation got a bad deal. We initially got great jobs with unrealistically high pay. I admit it; we were spoiled. We got used to working one job for six months, quitting, then taking another and getting ourselves a 25 or 30 percent raise. We thought we’d be rich and retired by 40. The truth is that we’re now lucky to have a job and, if we do, it probably pays half what we were making a few years ago. We have no job security. The competition for jobs, combined with pressures by business to keep costs down, means a future with minimal salary increases. It is pretty weird to be only 32 years old and to have your best years behind you!”

**Questions**

- A. Analyze Bob using Maslow’s hierarchy of needs. 7
- B. If you were Bob’s boss, what could you do to positively influence his motivation? 7

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