

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER – I - EXAMINATION – SUMMER 2022

Subject Code: 1519306**Date: 03/08/2022****Subject Name: Multicultural Organizational Behavior****Time: 02:30 PM TO 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** Explain. **14**
- (a) Transformational Leadership
 - (b) Rumors
 - (c) Expectancy theory
 - (d) Parent Ego
 - (e) Stereotyping
 - (f) Group cohesiveness
 - (g) Stress management
- Q.2** (a) “Since Behavior is generally predictable, there is no need to formally study OB”. Discuss. **07**
- (b) Most People believe that biological factors are important in determining the personality of a person” Comment on this statement by taking various biological factors relevant for personality and their impact. **07**
- OR**
- (b) How does perception affect the organizational processes? **07**
What role does perception play in the field of OB?
- Q.3** (a) “Leader effectiveness is contingent upon whether the style used in appropriate to the demands of the situation.” Critically examine the leadership theory that advocates this view. **07**
- (b) What do you mean by organization Culture? Why culture is important in an organization? **07**
- OR**
- Q.3** (a) What can the management do to satisfy the various levels of workers as shown in Maslow’s Model? **07**
- (b) “Even organizations which we consider to be ideal ones are not free from conflicts” Can you apply your theoretical knowledge to explain how conflicts arise in any organization”. **07**
- Q.4** (a) Why does group conflict arise? What are its consequences? **07**
How would you prevent such conflict?

- (b) “Change is highly important to the success of an organization but many people have the tendency covertly to resist it” **07**
Explain this statement and point out the reasons for resistance to change.

OR

- Q.4** (a) Explain the concept and significance of organizational culture. How does it affect different aspects of organizational functioning? **07**
- (b) How does a strong culture affect an organizations efforts to improve diversity? **07**

Q.5 Case Study

Emotions are an inevitable part of people behaviour at work. At the same time, it is not entirely clear that we have reached a point where people feel comfortable expressing all emotions at work. The reason might be that business culture and etiquette remain poorly suited to handling overt emotional displays. Some people are Sceptical about the virtues of more emotional displays at the workplace. As emotions are automatic physiological responses to the environment

and as such, they can be difficult to control appropriately. One 22 year old customer service representative named Laura who was the subject of a case study noted that fear and anger were routinely used as methods to control employees, and employees deeply resented this use of emotions to manipulate them. In another case, the chairman of a major television network made a practice of screaming at employees whenever anything went wrong, leading to badly hurt feelings and a lack of loyalty to the organization. Like Laura, workers at this organization were hesitant to show their true reactions to these emotional outbursts for fear of being branded as weak or ineffectual. It might seem like these individuals worked in heavily emotional workplaces, but in fact, only a narrow range of emotions was deemed acceptable. Anger appears to be more acceptable than sadness in many organizations and anger can have serious maladaptive consequences. Others believe organizations that recognize and work with emotions effectively are more creative, satisfying and productive. For example, Laura noted that if she could express her hurt feelings without fear, she would be much more satisfied with her work. In other words, the problem with Laura’s organization is not that emotions are displayed, but that emotional displays are handled poorly. Others note that use of emotional knowledge, like being able to read and understand the reactions of others, is crucial for workers ranging from salespeople and customer

service agents all the way to managers and executives. One survey even found that 88 percent of workers feel being sensitive to the emotions of others is an asset. Management consultant Erika Anderson notes, "Crying at work is transformative and can open the door to change". The question then is, can organizations take specific steps to become better at allowing emotional displays without opening a Pandora's Box of outbursts?

Q.5 (a) What factors do you think make some organizations ineffective at managing emotions? **07**

(b) Do you think the strategic use and display of emotions serve to protect employees, or does covering your true emotions at work lead to more problems than it solves? **07**

OR

Q.5 (a) If you will be part of such organization how will you manage such your reaction? Is it necessary to give more emphasis on such emotions being an organization? **07**

(b) Describe the advantages and disadvantages of this approach of such organization. **07**
