GUJARAT TECHNOLOGICAL UNIVERSITY
MBA– SEMESTER -I - EXAMINATION- SUMMER-2023

Subject Code: 2519306   **Date: 17/07/2023**
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.
    4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q.1		Explain the terms:	**14**
	a)	Big Five Model	
	b)	Organizational Citizenship Behaviour	
	c)	Social Identity Theory	
	d)	Management by Objectives	
	e)	Motivation	
	f)	Social Loafing	
	g)	Crossed Transactions	
Q.2	**(a)**	What are the three components of attitudes? Does behaviour always follow from attitudes? Explain.	**07**
Q.2	**(b)**	What are the challenges and opportunities for managers in using OB concepts?	**07**

OR

Q.2	**(b)**	What are the strengths and weaknesses of the Myers-Briggs Type Indicator (MBTI) and the Big Five Personality model?	**07**
Q.3	**(a)**	What do you mean by principles of perceptual selection? Explain the internal set factors and the external attention factors of perceptual selection	**07**
Q.3	**(b)**	What are some early theories of motivation? How applicable are they today?	**07**

OR

Q.3	**(a)**	How do Hofstede's five value dimensions and the GLOBE framework differ?	**07**
Q.3	**(b)**	What is the difference between a group and a team? Also, explain the five types of team arrangements.	**07**
Q.4	**(a)**	What is the nature of power? Also, discuss various impression management techniques used by the employees in the workplace.	**07**
Q-4	**(b)**	Briefly explain the five steps in the negotiation process. Also discuss, the difference between distributive bargaining and integrative bargaining.	**07**

OR

Q.4	**(a)**	Explain the Interpersonal needs – FIRO framework in detail.	**07**
Q.4	**(b)**	What are the contingency theories of leadership? Explain briefly.	**07**

Q.5 Ikea India office has implemented activity-based office design, and thus made it possible for a 25 percent more employees to work out of the same space. JLL Mumbai office has also been redesigned as an activity-based workspace to suit the mind-set of the millennial generation.
It may be hard to remember, but office allocations were a uniform signal of hierarchical status and part of organizational culture until recently. As organizations have become flatter and the need for creativity and flexibility has increased, the open-office plan has become a mainstay of the business world. The goal is to encourage free-flowing conversation and discussion, enhance creativity, and minimize hierarchy in other words, to foster a creative and collaborative culture and remove office space from its status position.

Research on open offices, however, shows there is a downside. Open offices decrease the sense of privacy, reduce the feeling of owning your own space, and create a distracting level of background stimulation. As psychology writer Maria Konnikova noted, "When we're exposed to too many inputs at once - a computer screen, music, a colleague's conversation, the ping of an instant message, etc., our senses become overloaded, and it requires more work to achieve a given result."

So is the activity-based hybrid described earlier a potential solution? With its constantly shifting workspace and lack of consistent locations, this may be an even less controlled environment than an open office. However, it does signal a culture that values the autonomy of individual workers to choose their own best environment at a particular time. The lack of consistency creates other problems, though. One recent study found that workers in the activity-based workspaces reported loss in productivity.

Workers cannot achieve even the modest level of personal control over any specific space that they had with the open design. Design expert Louis Lost notes that managers in an activity-based office "have to learn to cope with not having people within their line of sight." This is a difficult transition for many managers to make, especially if they are used to a command-and-control culture.

Whether a traditional, open, or activity-based design is best overall is hard to say. Perhaps the better question is, "Which type will be appropriate for each organization?"

(a)	What are the advantages and disadvantages of implementing an activity-based office design, as observed in the case of Ikea India and JLL Mumbai? Discuss the impact on employee productivity, creativity, and organizational culture.	**07**
(b)	Considering the varying needs and preferences of employees, discuss the importance of flexibility and autonomy in office design. How can organizations strike a balance between providing individual choice and maintaining managerial oversight in an activity-based environment?	**07**

OR

(a)	Compare and contrast the challenges faced in open-office plans and activity-based workspaces in terms of privacy, personal control, and overall employee satisfaction. Evaluate the potential benefits and drawbacks of each approach.	**07**
(b)	Analyze the role of organizational culture in determining the suitability of different office designs. How can a company's culture influence the success or failure of implementing an activity-based workspace? Provide examples and recommendations.	**07**

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