

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA(International Business) – SEMESTER 1 EXAMINATION – WINTER 2018

Subject Code:1519306**Date:31/12/2018****Subject Name: Multicultural Organizational Behavior (MOB)****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. No.		Marks
Q.1	Explain the term in brief (a) ESOP (b) Emotional Intelligence (EI) (c) Glass Ceiling (d) Group Thinking (e) BATNA (f) Horn Effect (g) Strokes in TA	14
Q.2	(a) What are the challenges & opportunities for managers in the field of OB in 21'st century?	07
	(b) What is Personality? Explain the Myers-Briggs Type Indicator in brief.	07
	OR	
	(b) What is perception? Explain in brief the factors influence the perception.	07
Q.3	(a) Compare & contrast the team & group, Explain various key team roles for effective team performance?	07
	(b) Explain in detail the Job Characteristics Model of Motivation? How can Jobs be redesigned?	07
	OR	
Q.3	(a) Explain in brief Goal Setting theory of Motivation and describe how it is different from MBO?	07
	(b) What are the different roles of Manager described by Mintzberg? Explain in brief with relevant example	07
Q.4	(a) Explain in brief substitutes for and neutralizers of leadership? Suggest your remedy for the substitutes	07
	(b) What is politics? Explain in brief the Individual & organizational factors influencing Political behavior in the organization	07
	OR	
Q.4	(a) What is Mentoring? How is mentoring valuable to Leadership? What are the keys to effective mentoring?	07
	(b) What is Conflict? Explain in brief the Conflict Process?	07

Q.5

CASE: LEADERSHIP FACTORIES

Companies differ markedly in their ability to produce future leaders, as several recent analyses of the 1,187 largest publicly traded U.S. companies revealed. Among the CEOs in one study, a remarkable total of 26 once worked at General Electric (GE). However, as the following table shows, on a per employee basis, that ability earns GE only tenth place in terms of the likelihood of a current or former employee becoming CEO of a large company. Top on the list is management consulting firm McKinsey & Company. Amazingly, if we extrapolate into the future from the current stock of McKinsey alums who are CEOs, of every 1,060 McKinsey employees, one will become CEO of a *Fortune* 1000 company.

Company	Size (employees)	CEOs Produced	Odds
McKinsey & Co.	17,000	16	1,060:1
Baxter International	48,500	11	4,410:1
Motorola	60,000	7	8,570:1
Intel	82,500	8	10,310:1
Procter & Gamble (P&G)	127,000	12	10,580:1
General Electric (GE)	287,000	26	11,040:1
Ernst & Young	144,000	12	12,000:1

Some companies did not fare nearly as well, such as Citigroup (odds: 30,180:1), AT&T (odds: 23,220:1) and Johnson & Johnson (odds: 15,275:1). While some might dismiss the results, not surprisingly, the companies at the top of the list do not. "We are a leadership engine and a talent machine," said retiring Procter & Gamble CEO A. G. Lafley.

- (a) Management consulting firms did very well on a per-employee basis, partly because they are mostly made up of managers (as opposed to blue-collar or entry-level workers). How big a factor do you think composition of the workforce is in likelihood of producing a CEO? **07**
- (b) Do you think so-called leadership factories are also better places for non leaders to work? Why or why not? **07**

OR

- Q.5 (a) Assume you had job offers from two companies that differed only in how often they produced CEOs. Would this difference affect your decision? **07**
- (b) Do these data support the value of leader selection and leader development? Why or why not? **07**
