

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA (IB) – SEMESTER I – EXAMINATION – WINTER 2019

Subject Code: 1519306**Date: 01/01/2020****Subject Name: Multicultural Organizational Behavior****Time: 10:30 am to 1:30 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** Definitions **14**
- (a) Intuition
 - (b) Perceived Organizational support
 - (c) Extraversion
 - (d) Social loafing
 - (e) Flattery
 - (f) Metamorphosis stage
 - (g) Diversity within Unity
- Q.2** (a) How the employees react to the job dissatisfaction? Please explain with suitable model with illustration and detailed explanation. **07**
- (b) As a Regional Head Sales in a multinational company, you are responsible to perform some important tasks in which you require a strong team with high performance in a stressful and frequent changing environment, which require a leadership behavior, virtue of longevity as well as the sense of high job and life satisfaction. You are authorized to choose your team from the available manpower of your organization with necessary evaluation and testing of required traits in prospective candidates. So, as per your opinion, which shall be the most appropriate personality model for testing these required criteria? Provide the answer with respect to appropriate model and necessary illustration if any **07**
- OR**
- (b) As a VP of a reputed Cosmetic Company in India, you have observed the need of applying the appropriate strategy for enhancing motivation level among the employees - looking at the current scenario of decreasing marginal growth. While interacting with a sales person during a field work you understood that for her, the most appropriate reward system should be in-line with her personal goals. **07**
With this, finally you decide to implement a motivational program based on the above said criteria. Please explain your answer with respect to the specific theory which define this concept as a core.
- Q.3** (a) What is the difference between Work Team and Work Group? **07**
Please explain the various type of teams with suitable illustration and examples.

- (b) Discuss the various properties of groups. Explain the various dynamics of Role in detail with suitable examples **07**
- OR**
- Q.3** (a) Is it important for a manager to understand the way(s) by which people process the specific information while communicating with them? If yes, explain how the information is processed and key factors which a manager should consider while delivering an influential message with suitable examples. **07**
- (b) What are the common barriers in communication? Discuss how to overcome the potential problems in cross-cultural communications with suitable examples. **07**
- Q.4** (a) What is the key factor – through which one can exercise the power in an organization? How you can develop that factor? How you can translate the power into specific actions? Explain with suitable examples. **07**
- (b) Explain the Conflict process in detail **07**
- OR**
- Q.4** (a) What is Perception? Which factors influence on the development of perception? **07**
- (b) How can you influence the organizational culture positively? Explain with suitable concepts and relevant examples. **07**
- Q.5** Case Study
- A lot of managers lead to culture clashes and, ultimately, failure. So in 2005 when banking giant Bank of America (BOA) announced its \$35 billion acquisition of credit card giant MBNA, many thought that in a few years this merger would join the leap of those done in by culture differences.
- MBNA's culture was characterized by a free-wheeling entrepreneurial spirit that was also quite secretive. MBNA employees also were accustomed to the high life. Their corporate headquarters in Wilmington, Delaware, could be described as lavish and employees throughout the company enjoyed high salaries and generous perks – from the private golf course at its headquarters to its fleet of corporate jets and private Yachts. Bank of America, in contrast, grew by thrift. It was a low-cost, no-nonsense operation. Unlike MBNA, it was believed that size and smarts were more important than speed. It was an acquisition machine that some likened to star Trek's relentless Borg collective.
- In short, the cultures in the two companies were very, very different. Although these culture differences seemed a recipe for disaster, it appears, judging from the reactions of BOA and MBNA employees, that the merger has worked. How can this be?
- BOA had the foresight to know which MBNA practices to attempt to change and which to keep in place. Especially critical was BOA's appreciation and respect for MBNA's culture. "On Day 1, I was directed that this was not like the ones you are used to," said Clifford Skelton, who had helped manage BOA's acquisition of FleetBoston Financial before moving on to MBNA.
- To try to manage the cultural transition, executives of both companies began by comparing thousands of practices covering everything from hiring to call-centre operations. In many cases, BOA chose to keep MBNA's cultural practices in place. In other cases BOA did impose its will on MBNA. For example, because MBNA's pay rates were well above market, many MBNA managers were forced to swallow a steep pay cut. Some MBNA employees left, but most remained.

In other cases, the cultures co-adopted. For example, MBNA's dress code was much more formal than BOA's business-casual approach. In the end, a hybrid code was adopted, where business suits were expected in the credit-card division's corporate offices and in front of clients, but business casual was the norm otherwise.

While most believe the merger has been successful there are tensions. Some BOA managers see MBNA managers as arrogant and autocratic. Some MBNA managers see their BOA counterparts as bureaucratic.

Of course, BOA made another, more recent and much larger acquisition: Merrill Lynch. After a rough start, most evidence suggests this mega-merger saved Merrill from bankruptcy and appears to be working well, including January-march 2013 earnings gains that put it among the top three investment banks, according to a recent study. BOA may have found the secret to successful mega-mergers.

- a) Why do you think Bank of America's and MBNA's cultures appeared to mesh rather than clash? **07**
- b) Do you think culture is important to the success of a merger/acquisition? Why or why not? **07**
- OR**
- a) How much of the smooth transition, if any, do you think comes from both companies glossing over real differences in an effort to make the merger work? **07**
- b) What kind of preparation was helpful Both the companies to avoid such culture clashes before doing merger and acquisition? **07**
