

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER –I-EXAMINATION – WINTER-2022**

**Subject Code: 2519306****Date: 28/02/2023****Subject Name: Multicultural Organizational Behavior****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.
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) Expectancy Theory
  - d) Management by Objectives
  - e) Nominal Group Technique
  - f) Social Loafing
  - g) Self-fulfilling Prophecy
- Q.2 (a)** What are the major behavioral science disciplines that contribute to OB? **07**
- Q.2 (b)** Briefly explain various job attitudes that employees hold about their work environments. **07**
- OR**
- Q.2 (b)** What is personality? How do we typically measure it? What factors determine personality? **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)** Explain any two process theories of Motivation. **07**
- OR**
- Q.3 (a)** What are the familiar predispositions that people have in misperceiving others? **07**
- Q.3 (b)** Discuss various behavioral theories of leadership. **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)** Discuss in detail the process of Conflict. **07**
- OR**
- Q.4 (a)** Explain the Interpersonal needs – FIRO framework in detail. **07**
- Q.4 (b)** What are various types of Human Interaction Analysis? Explain with the help of suitable examples. **07**
- Q.5** Employees at many successful companies start the day by checking the economic forecast. Patagonia's Ventura, California, employees start the day by checking the surf forecast. The outdoor clothing company encourages its workforce to take time from the workday to get outside and get active. For Patagonia, linking employees with the natural environment is a major part of the culture.

New hires are introduced to this mindset very quickly. Soon after starting at Patagonia, marketing executive Joy Howard was immediately encouraged to go fly fishing, surfing, and rock climbing all around the world. She notes that all this vacationing is not just playing around- -it's an important part of her job. "I needed to be familiar with the products we market," she said.

Other practices support this outdoors-oriented, healthy culture. The company has an on-site organic café featuring locally grown produce. Employees at all levels are encouraged through an employee discount program to try out active wear in the field. And highly flexible hours ensure that employees feel free to take the occasional afternoon off to catch the waves or get out of town for a weekend hiking trip.

Are there bottom-line benefits to this organizational culture? Some corporate leaders think so. As Patagonia CEO Rose Marcario says, "People recognize Patagonia as a company that's ... looking at business through a more holistic lens other than profit". However, she is quick to add, "Profit is important; if it wasn't you wouldn't be talking to me." Patagonia's culture obviously makes for an ideal workplace for some people- but not for others who don't share its values. People who are just not outdoor types would likely feel excluded. While the unique mission and values of Patagonia may not be for everyone, for its specific niche in the product and employment market, the culture fits like a glove.

- (a) What do you think are the key dimensions of culture that make Patagonia successful? How does the organization help to foster this culture? **07**
- (b) Does Patagonia use strategies to build its culture that you think would work for other companies? Is the company a useful model for others that aren't so tied to a lifestyle? Why or why not? **07**

**OR**

The sound of Matt and Peter's arguing is familiar to everyone in the office by now. In an effort to make the best use of space and ensure a free flow of discussion and ideas, the founder of Markay Design had decided to convert the one-floor office of the company to an open plan with no walls between workers. The goal of such a layout is to eliminate boundaries and enhance creativity. But for Matt and Peter, the new arrangement creates a growing sense of tension.

The argument boils down to the question of workspace order and organization. Peter prefers to keep his desk completely clean and clear, and he keeps a stack of cleaning wipes in a drawer to eliminate any dust or dirt. Matt, on the other hand, likes to keep all his work visible on his desk, so sketches, plans, magazines, and photos are scattered everywhere, alongside boxes of crackers and coffee cups.

Peter finds it hard to concentrate when he sees Matt's piles of materials everywhere, while Matt feels he can be more creative and free flowing when he's not forced to clean and organize constantly. Many of Matt and Peter's coworkers wish they'd just let the issue drop. The men enjoyed a good working relationship in the past, with Peter's attention to detail and thorough planning serving to rein in some of Matt's wild inspirations. But of late, their collaborations have been derailed in disputes.

Everyone knows it's not productive to engage in conflicts over every small irritant in the workplace. However, completely avoiding conflict can be equally negative. An emerging body of research has examined so-called conflict cultures in organizations. The findings suggest having a culture that actively avoids and suppresses conflicts is associated with lower levels of creativity. Cultures that push conflict underground but do not succeed in reducing the underlying tensions can become passive-aggressive, marked by underhanded behavior against other coworkers.

Ultimately, finding a way through the clutter dispute is probably going to be an ongoing process to find a balance between perspectives. Both Matt and Peter worry that if they can't find a solution, their usually positive work relationship will be too contentious to bear. And that would be a real mess.

(a) Describe some of the factors that led this situation to become an open conflict. **07**

(b) How can Matt and Peter develop an active problem-solving discussion to resolve this conflict? **07**

What could effectively be changed, and what is probably going to remain a problem?

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