

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-I-EXAMINATION-WINTER-2024

Subject Code: 2519306

Date: 17/01/2025

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 with suitable examples 14

- a) Stress & Burnout
- b) Perception
- c) Internal Locus of Control
- d) Motivation
- e) Servant Leadership
- f) Informational Role of Managers
- g) Ego States

Q.2 (a) Explain the various ways in which jobs can be redesigned to motivate the employees. 07

Q.2 (b) Why is OB considered to be Interdisciplinary? Explain the various disciplines that have led to the development of the concept of OB. 07

OR

Q.2 (b) From your own experience, provide examples of perceptual errors and explain the same. 07

Q.3 (a) Explain why is managing diversity a challenge. How can diversity be managed? 07

Q.3 (b) Think of Indian Cricket Team, explain what makes Team India a better team compared to others? 07

OR

Q.3 (a) Explain the process of conflict with appropriate example. 07

Q.3 (b) Explain the various parameters of organizational culture. 07

- Q.4 (a)** What do you mean by stress and what are the potential reasons for the same? **07**
Q-4 (b) How is an organizational culture formed and maintained in an organization? **07**

OR

- Q.4 (a)** What is OB and what are the various characteristics of OB? **07**
Q.4 (b) Explain the different components of attitudes with suitable example. Is the relation always linear? – Explain. **07**

Q.5 Evaluating Behavior in an Organizational Setting

ABC Consulting, a professional services firm, has faced internal challenges related to individual behavior, team dynamics, and overall organizational performance. The company's consulting teams are composed of highly skilled individuals, each with their own area of expertise. However, as the company grew, communication issues and conflicting work styles began to emerge, particularly within the marketing and strategy team, leading to delays in project timelines and a decline in team morale.

Sarah, a senior marketing manager, is an example of individual behavior impacting the group dynamic. Sarah is highly analytical and results-oriented, often working late to ensure projects meet deadlines. However, she is also highly self-reliant and reluctant to delegate tasks, preferring to take full control of project outcomes. This behavior stems from her desire for perfection and fear of failure, which leads her to micromanage team members. This, in turn, frustrates her colleagues, particularly Jason, a junior strategist who feels his contributions are undervalued. Jason, although capable and eager to learn, has started to withdraw and perform tasks with minimal initiative, waiting for Sarah's direction. This disengagement has caused a noticeable drop in his creativity and enthusiasm for his work.

Questions

- (a)** Does Mark Dwight possess any characteristics of a transformational leader? If so, what are they? **07**
(b) How is transformational leader different from Transactional leaders? **07**

OR

- (a)** Discuss the different personalities and their types of leadership reflected in the case. **07**
(b) How can the situation be averted? What leadership styles help to reduce the problem. **07**
