

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– I EXAMINATION – WINTER 2019****Subject Code: 4519204****Date: 31-12-2019****Subject Name: Organizational Behaviour****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** Explain the following terms: **14**
- (a) Dependent Variable
 - (b) Social Learning
 - (c) Escalation of commitment
 - (d) Cognitive Evaluation Theory
 - (e) Job Characteristic Model
 - (f) Socialization process
 - (g) Learning Organization
- Q.2** (a) What do managers do in terms of functions, roles, and skills? **07**
- (b) When employees are asked whether they would again choose the same work or whether they would want their children to follow in their footsteps, typically less than half answer in the affirmative. What, if anything, do you think this implies about employee job satisfaction? **07**
- OR**
- (b) “Thirty five years ago, the young employees we hired were ambitious, conscientious, hardworking, and honest. Today’s young workers don’t have the same values.” Do you agree or disagree with this manager’s comments? Support your position. **07**
- Q.3** (a) Define personality and explain The Myers-Briggs Type Indicator. **07**
- (b) “Recognition may be motivational for the moment but it doesn’t have any staying power. It’s an empty reinforce. Why? Because when you go to the grocery store, they don’t take recognition as a form of payment!” Do you agree or disagree? Discuss the motivational theories relevant to the situation. **07**
- OR**
- Q.3** (a) Define Transactional Analysis. Explain three EGO states in detail supported by examples. Discuss the various inter-personal transactions that occur based on the ego-state that one operates from. **07**
- (b) Analyze the leadership style of a business leader. Does it fit into any leadership theory? What do you think has made him or her leader? Support your answer with examples. Which leadership theories you find to be more suitable in the current business environment and why? **07**
- Q.4** (a) What power tactics can employees use to translate their power bases into specific actions and how does each one work? **07**
- (b) Identify three activities you really enjoy (for example, playing tennis, reading a novel and going shopping). Next identify three activities you really dislike (for example, going to the dentist, cleaning your room etc.). Using the expectancy model, analyze each of your answers to assess why some activities stimulate your efforts while others do not. **07**

OR

- Q.4 (a)** What is Conflict? Discuss the dimensions of Conflict Handling Intentions with appropriate examples. **07**
- (b)** An employee does an unsatisfactory job on an assigned project. How will this person's manager form judgments about this employee's performance? **07**

Q.5 Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff is becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staffs have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staffs become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

- (a)** How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting? **07**
- (b)** What steps could be taken to build staff confidence? **07**

OR

- Q.5 (a)** What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills? **07**
- (b)** Which leadership style do you think a leader would need to be effective in this situation? **07**
