

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER – I - EXAMINATION – SUMMER 2022

Subject Code: 4519204**Date: 02/08/2022****Subject Name: Organizational Behaviour****Time: 02:30 PM TO 05:30 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.	Question Text and Description	Marks
Q.1	Define the following terms:- (a) Unity of Command (b) OCB (c) MBTI (d) Machiavellianism (e) Halo Effect (f) Groupshift (g) OD	14
Q.2	“Behavioural Science is assuming an ever-increasing role in management”.	07
(a)	Elucidate this statement with respect to challenges and opportunities faced by managers in today’s context.	
(b)	Compare and contrast Taylor’s contribution to the field of Management with that of Fayol’s contribution.	07
OR		
(b)	Explain the components of Attitude. Does Behaviour always follow attitude? What are the major job attitudes at Workplace?	07
Q.3	Explain Big five Personality Model. How do the Big Five traits predict behaviour at workplace?	07
(a)		
(b)	“Expectancy theory is one of the most complex intricate and logical theories of motivation” Examine the truth in this statement by explaining Expectancy theory of Motivation	07
OR		
Q.3	What is Perceptual selectivity and Perceptual organization? What are the Perceptual errors and distortions connected with these two processes? State ways of reducing perceptual errors	07
(a)		
(b)	State three ego states mentioned in Transactional Analysis Model. Explain different transactions that arise from the model with suitable organizational examples.	07
Q.4	“Leader effectiveness is contingent upon whether the style used is appropriate to the demands of the situation.” Critically examine the leadership theory that advocates this view	07
(a)		
(b)	“Even organizations which we consider to be ideal ones are not free from conflicts”. Elaborate on this statement. Explain the stages of conflict with conflict resolution tactics.	07

OR

- Q.4** State the characteristics of Organizational Culture. How to create and sustain good culture? **07**
(a)
(b) What do you understand by organizational politics? Discuss the causes and consequences of politics in an organization with example. **07**

Q.5 CASE STUDY:

All supervisory jobs aren't alike. Sangeeta is learning this fact. After having spent 3 years as production- scheduling supervisor at Maruti Udyog Ltd. (MUL) manufacturing plant, she recently took a position as manager of telephone services at Reliance Infocom. In her new job, Sangeeta supervises 20 telephone service employees. These people have direct contact with customers – providing quotes, answering questions, following up on claims, and the like.

At MUL, Sangeeta's employees knew that they had only one constituency to please. That was management. But Sangeeta is finding that her employees at Reliance have it more difficult. As service employees, they have to serve two masters – management and the customers. And at least from comments her employees have made, they seem to think there's a discrepancy between what they believe customers want them to do and what they believe management wants them to do. A frequent complaint, for instance, is that customers want the telephone representatives undivided attention and to spend as much time as necessary to solve their problems. But the representatives see management as wanting them to handle as many calls as possible per day and to keep each call as short as possible.

This morning a representative came into Sangeeta's office complaining of severe headaches. "The more I try to please out customers, the more stress I feel," the representative told Sangeeta. "I want to do the best job I can for our customers but I don't feel like I can devote time that's necessary. You constantly remind us that 'it's the customers that provides our paychecks' and how important it is to give reliable, courteous, and responsive service, but then we feel the pressure to handle more calls per hour."

Sangeeta is well aware of studies that have shown that role conflict is related to reduced job satisfaction, increased turnover and absenteeism, and fewer OCB. And severe role conflict is also likely to lead to poor customer service – the antithesis of her department's goals.

After talking with her staff, Sangeeta concluded that regardless of whether their perceptions were accurate, her people certainly believed them to be. They were reading one set of expectations through their interactions with customers; and another set through what the company conveyed during the selection process, in training sessions, and through the behaviours that management rewarded.

- (a)** What is the source of role conflict in this case? **07**
(b) Are there functional benefits to management from role conflict? Explain **07**

OR

- Q.5** Should role conflict among these telephone service employees be any greater than a typical employee who works as part of a team and has to meet the expectations of a boss as well as his or her team members? Explain **07**
(a)
(b) What can Sangeeta do to manage this role conflict? **07**