

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA(PART TIME) SEMESTER- I EXAMINATION – WINTER 2019****Subject Code: 4519903****Date: 2-01-2020****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** Define the following: **14**
- (a) Pygmalion Effect.
  - (b) BATNA.
  - (c) TYPE A.
  - (d) Self-Fulfilling Prophecy
  - (e) Coalitions.
  - (f) Distributive Bargaining
  - (g) Stereotype
- Q.2** (a) Explain in Detail O.B model and Explain the contributions made by various behavioral science discipline to OB. **07**
- (b) What is MBTI? What are the dimensions in MBTI **07**
- OR**
- (b) State the various reasons of group formation. Discuss about the stages of Group Development. **07**
- Q.3** (a) What are Perceptual selectivity and Perceptual organization? What are the Perceptual errors and distortions connected with these two processes? State ways of reducing perceptual errors. **07**
- (b) Discuss in detail the various types of organization structure and briefly explain their pros and cons. **07**
- OR**
- Q.3** (a) In the current time the importance of the value has increased to greater extent. Justify the statement by underpinning the What are personal values and organizational values? Discuss with example the importance of values in the workplace **07**
- (b) Attitude plays a major role in shaping employee performance more than aptitude. Justify the statement by discussing in short the components of attitude and briefly explain the any three types of organization attitude. **07**

**Q.4**

**CASE STUDY:**

By any objective measure, Jack Welch 20 year reign as CEO of General Electric would have to be called an overwhelming success. When Welch took over the head job at GE, the company had a market value of 13 billion dollar. When he retired in 2001, the company was worth 400 billion. Its profits in 2000 of 12.7 billion were more than eight times the 1.5 billion it earned in 1980. Including dividends the value of shares rose an average of 21.3 percent a year since he took over. This compared with about 14.3% for S&P 500 during the same period. How did Welch achieve such success. On a strategic level, he redefined GE objective for every business in which it operated. He said GE would either be no.1 or No.2 in all business or get out of them. He dropped those with low growth prospects, like small appliances and TVS

While expanding fast growth business such as financial services and broadcasting. During his tenure as Ceo ,Welch oversaw 933 acquisitions and the sale of 408 business .He was obsessed with improving efficiency, cutting costs and improving performance. To achieve these ends, Welch completely remolded GE in his style- impatient, aggressive and competition. In the 1980 as Welch began his remaking of GE, he picked up the nickname of “Neutron Jack” A play off neutron bomb Welch cut off more than 100,000 job- a fourth of GE workforce through mass layoff ,divestitures ,forced retirements and relocating U.S jobs. He pressurized his managers and employees who remained to drive themselves to meet ever more demanding efficiency standards. And he was blatantly impatient when things didn’t work very rapidly. He persuaded his managers and the employees to meet ever increasing demand. People felt highly prestressed. People who outperformed were highly rewarded and those who didn’t were fired.

His approach let many jobs to be closed down. There were many scandals that surfaced under Welch watch at GE. Welch style was blend of restlessness, bluntness, sarcasm, emotional volatility and teasing humor .He won’t give up till he has won ;whatever he does. He has always been a winner right from very start.

- (a) Describe Welch leadership style using the Ohio dimension and Imx theory. **07**
- (b) How would you rate the ethics of Welch Leadership **07**

**OR**

- Q.4** (a) Would you describe Jack Welch as a successful leader at GE? Explain **07**
- (b) Would you have wanted to work with Jack Welch? Why OR why not **07**

**Q.5**

**CASE STUDY:**

Sheryl Hicks is not a complainer. If she has a major ache, she usually suffers in silence. Although her employer, Atlantic Mutual Insurance has an employer assistance program to provide emotional and Psychological support in the workplace. She certainly would not think of using it even if she has it in her mind. They say its confidential but who really knows asked Mr.Hicks an administrative assistant at the insurance company .

But Sheryl Hicks life changed in September 11, 2001. Her office at 130 Broadway in New York City was near the World Trade Centre. I watched the whole thing from my 33<sup>rd</sup> floor office window.

Mr. Welch had never seen bodies fall from a high rises or plane slam into building and causes them to crumble. She had never been covered with jet fuel, as she was when she fled that day. Nor had she ever had such vivid nightmares that forced her to relive 9/11 over and over.

Every time I talked to people they wanted details, which made it worse for me. said Ms . Hicks “I had so much of anger about what had happened to my life and the lives of so many people and the city I have worked for 36 years.

Two weeks after 9/11, Ms.Hicks was still suffering serious after effects. Even though she lives on Staten Island and Atlantic Mutual offices have been temporarily relocated to Madison, New Jersey not an hour goes by when she does not have flashbacks of her experiences on 9/11.

- (a) What should Atlantic Mutuals management do ,if anything, to cope with the after effects of 9/11 **07**
- (b) How long would you expect employees to be adversely affected by 9/11 if a company provided no formal assistance for dealing with anger and stress **07**

**OR**

- Q.5**
- (a) What if anything should management do about employees who appear to be suffering from this trauma but will neither admit it nor would expect help from its employer **07**
  - (b) At what point does employee assistance in dealing with this trauma step over the line and become an invasion of employee privacy? **07**

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