

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA (International Business) – SEMESTER 1 – EXAMINATION – SUMMER 2019****Subject Code: 1519306****Date:15/05/2019****Subject Name: Multicultural Organizational Behavior****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.1 Definitions 14**
- (a) Halo Effect
  - (b) Hindsight Bias
  - (c) Ingroup Favoritism
  - (d) Social Identity theory
  - (e) Social loafing
  - (f) Group Polarization
  - (g) Referent Power
- Q.2 (a) Define Organizational Behaviour. Identify the challenges and opportunities managers have in applying OB concepts. 07**
- (b) What is perception? What are the main elements in the perceptual process? 07**
- OR**
- (b) Explain and compare McClelland's theory and Herzberg's theory. 07**
- Q.3 (a) Define the term value. Explain the significance of values and values in different culture 07**
- (b) Describe the Myres-Briggs Type Indicator (MBTI), and what are its Strengths and Weaknesses? 07**
- OR**
- Q.3 (a) Reinforcement theory is unethical because it is used to manipulate employees. Do you agree with the statement? Explain the theory in this respect. 07**
- (b) What is loci of conflict? Explain the conflict of process. 07**
- Q.4 (a) Individual influence will impact the negotiation. Is their third party role work in negotiation? 07**
- (b) Compare the functional and dysfunctional effects of organization culture on people and organization. 07**
- OR**
- Q.4 (a) Demonstrate how group norms and states influence on individual's behavior. 07**
- (b) Managing diversity of workforce globally is very difficult task. Discuss the weaknesses and strengths of diversity of workforce 07**

**Q.5**

**CASE STUDY:**

Sabir Paul has been working as an officer in the administration department of ABC Corporation, a mid-sized manufacturing company set up in 1998 to manufacture automobile tyres. In 1998, the company started with 52 employees. After 10 years, its man power went up 10 times (approximately 500) and sales rose to rs.50 million.

Subir was hired by the company in 2004. Along with the other administrative work, he is responsible for keeping account of all the vehicles as well as looking after the guest house of the company. He is fully empowered to book vehicles or guest house for the company personnel. Subir is a very honest, loyal, and ethical person, and did not make any demand from the company. For example, he has been working in the company for 10 years in the same grade without any promotion, but has never asked for a raise in salary. Though, at times, he feels bad when he sees some of his peers getting a raise, he never verbalizes this.

Once, the GM of the factory Ram Sahai requested for the company car during office timings for his personal work. Subir turned down this request saying that it cannot be given during the office hours as the work would suffer and anyway, it has already been booked by the accountant, Subhash Jha, to go to the bank. Ram became quite upset and reported this to Paul's boss, Rajen Rai, asking him to give him the permission to use the car.

Rajen, the senior Manager of the administration department, was too happy to oblige Ram, since he wanted one of his relatives to be employed as an officer in the company. Subir got very upset at this interference of his boss. Rajen summoned Subir to his office, and instructed him to give the company car immediately to Ram, but Subir refused to sign the approval form. Rajen got very agitated and threatened Paul to transfer him to stores if he continued to show disrespect to senior officers.

Subir got very hurt and angry because in spite of doing his job with utmost honesty and dedication, he was being reprimanded by his boss, rather than being appreciated. He was an active member of the staff union, and informed him about the misuse of the company car for private purpose by the GM at the cost of office work. He also told him about how he was being pressurized by his boss to sign the approval form. It was decided by the union that Subir would send a note in writing to Rajen asking him to approve to send the car to the house of Ram. Rajen understood the repercussions and refused to sign the approval, and instead lent his own car to Ram.

(a) Did Subir Paul use coercive or persuasive power? Explain taking into account all the bases of power. **07**

(b) Explain the type of power used by Rajen Rai? **07**

**OR**

(a) Discuss the political game played by Subir Paul when Rajen Rai ordered him to send the company car to the GM's house? **07**

(b) Why did Rajen Rai refuse to sign the approval form, and finally lent his own car to Ram Sahai? What could be the repercussions, if he had signed the approval form? Explain in detail. **07**