

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA Sem.- I Examination January 2010

Subject code: 810005

Date: 27 / 01 / 2010

Subject Name: Organizational Behavior

Time: 12. 00 – 2.30 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** (a) Discuss the Individual and organizational approaches to managing diversity. **07**
(b) Define : 1 - Contrast effects 2 - Knowledge management 3 - Classical conditioning **07**
4 - Mentoring 5 - Reinforcement 6 - Terminal values
7 - Communication
- Q.2** (a) Applied behavioral science is built on contribution from number of behavioral **07**
disciplines. Comment.
(b) Discuss the various challenges to applied behavioral science. **07**
OR
(b) Modern organization designs meet the challenges of new environment. Explain briefly. **07**
- Q.3** Read the following case and answer the questions given at the end.

High tech – High Fear

Both the popular and academic press proclaim how wonderful advanced technology is for today's organizations. For example, B2B processes can dramatically cut a firm's costs. The other side, the dark side of this high – tech revolution, however, is seldom mentioned. Although young employees who grew up with computers in their schools and homes may be adaptable and open to IT changes in the workplace, and certainly some middle-age and older employees at all levels welcome and are excited by the IT challenges, a significant number of today's employees of all ages are not only resistant, but downright terrified.

With the dramatic changes brought on by the new technological environment, today's employees have been thrust into a whole range of emotional reactions, from surprise to fear to anger to even shame. Competent, secure employees who were very optimistic and efficacious about their job duties in the old economy have become pessimistic and questioning of their abilities and cognitive resources necessary to be successful in this new high tech environment.

Here is a recent list of human problems associated with the advent of advanced technology in today's organizations:

1. Feelings of being overwhelmed, intimidated, and ashamed of not being able to keep up with job demands.
2. Some employees believe that they are actually being enslaved, not empowered, by new technology.

3. Fears of appearing inept, unintelligent, or resistant to change.
4. A diminished ability to solve problems, fostering a sense of hopelessness and worry.
5. Loss of respect by the boss, peers, and subordinates.
6. Physiological disturbances brought on by longer hours, time pressures, and even hormone shifts brought on by being physically isolated.
7. Mood swings, depressions, exhaustion, and attention deficits.

Obviously, these feelings, beliefs, fears and physical/mental dysfunction are taking their toll on the people affected but there also may be an impact on quality, productivity, and retention.

Q-I What are the trade-offs in today`s organizations between the positives and negatives of advanced technology? Does it really matter if some of the older employees are having a hard time adjusting ; aren`t they on their way out anyway and they can be replaced by the technology? On balance, what do you feel about the impact of technology? **05**

Q-II In the “dark side” of IT presented in this case, there are many implications for self – efficacy, optimism, hope, resiliency, emotional intelligence, SWB. Describe a specific example of each of these POB constructs. **05**

Q-III In general, how can the understanding of the POB constructs help overcome the list of problems presented in the case? How can the manager of a unit consisting of mostly older, computer anxious, if not illiterate, employees who were very effective under the old system use these concept to make a more successful transition to a new, technologically sophisticated operating system? **04**

OR

- Q.3** (a) Discuss the basic difference between content theories and process theories of work motivation. “Expectancy theory directly aims at work motivation.” Explain. **07**
 (b) Establish the relationship between Need hierarchy theory and Herzberg’s two-factor theory of motivation. **07**

- Q.4** (a) Explain the various conditions of Interpersonal conflict and Intergroup behavior conflict. **07**
 (b) How would you define power? How does power differ from authority? Explain citing suitable examples. **07**

OR

- Q.4** (a) Path goal leadership theory explains the impact of leadership on performance. Justify. **07**
 (b) Explain any two Modern theoretical processes of leadership. **07**

- Q.5** (a) A number of barriers can retard or distort effective communication. Explain giving suitable examples. **07**
 (b) How do group members transfer meaning between and among each other? **07**

OR

- Q.5** (a) Explain the factors that create and sustain an organization`s culture. **07**
 (b) What types of barriers prevent from changing their attitudes? How can be attitudes can be changed? **07**
