

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA Semester –I Examination Dec'11- Jan'12

Subject code: 2810004

Date: 04/01/2012

Subject Name: Organizational Behaviour (OB)

Time: 10.30 am – 01.30 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)** Define the following terms briefly: **07**
1. OB
 2. Terminal values
 3. Stereotyping
 4. Power distance
 5. Social loafing
 6. Hindsight bias
 7. Negotiation
- (b)** Explain the following terms briefly: **07**
1. Cognitive Dissonance Theory
 2. Emotional Intelligence
- Q.2 (a)** What is attribution theory? How can locus of control be applied to workers and managers? Which two errors and biases have surfaced? Give an example of each **07**
- (b)** What do you understand by the term 'job satisfaction'? What kind of impact does it have on employees' performance? **07**
- OR**
- (b)** What are the “Big Five” personality traits? Which one seems to have the biggest impact on performance? **07**
- Q.3 (a)** What are some of the common biases or errors that people make in decision making? **07**
- (b)** In your own words, explain briefly Maslow’s theory of motivation. Relate it to Herzberg’s two-factor theory and Alderfer’s ERG model. **07**
- OR**
- Q.3 (a)** The path-goal theory of leadership described two sets of contingency factors – personal factors of subordinates and work environment factors. Discuss how these factors affect the choice of leader behavior. **07**
- (b)** Identify and describe the four major group decision-making styles. What are some strengths and weaknesses of these styles? **07**
- Q.4 (a)** How does dominant culture differ from a subculture? In your answer be sure to define both terms. How does organizational culture develop? What four steps commonly occur? **07**
- (b)** What are the three critical situational variables identified by Fiedler? If these are very favourable, what is the most effective style to use? **07**

OR

- Q.4 (a)** What forces act as sources of resistance to change? **07**
(b) What is power? Explain the general dependency postulate and how is dependency created? **07**

- Q.5 (a)** Will integrative negotiations (win-win) always work? Why or why not? **07**
Describe some of the difficulties that an individual might encounter while attempting integrative negotiations.
(b) Not all stress is bad for people. Eustress is possible and is exhilarating for many. Discuss the conditions under which you believe you experience eustress. **07**

OR

- Q.5 (a)** Write an imaginary conversation with at least five lines of dialogue for each character between two persons so that they fulfil the following requirement in the following situations. After writing the dialogues, analyse the same and comment on its possible outcomes and effectiveness. **07**

Characters: One Male Boss (33 years) and One Female Subordinate (26 years)

Place: Office – Canteen

Setting: The female subordinate has not performed her job responsibilities and was not successful in achieving her results the last year. Even though not performing her duties she is expecting promotion. She is very skilful and has almost convinced her boss with the reasons for not achieving the targets last year. The boss has accepted the reasons given by the subordinate and plans to promote the subordinate by giving her one more opportunity.

Keeping the Ego States of Transactional Analysis in mind you are required to frame dialogues between these two characters and highlight which Ego states are present during their interaction.

- (b)** Write a short note the following terms: **07**
1. Impression management
 2. Conflict handling intentions
