Seat No.: _____ Enrolment No._____

# GUJARAT TECHNOLOGICAL UNIVERSITY

## MBA– SEMESTER –I-EXAMINATION – WINTER-2023

**Subject Code:4519204** **Date: 17-01-2024**

**Subject Name: Organizational Behaviour**

**Time:10:30 AM TO 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.**
4. **Use of simple calculators and non-programmable scientific calculators are permitted.**

| Q. No. | | Question Text and Description | Marks |
|---|---|---|---|
| **Q.1** | | (a) Organizational behavior<br>(b) Organizational citizenship behavior<br>(c) LMX theory of leadership<br>(d) Goal setting theory<br>(e) Halo effect<br>(f) Conflict<br>(g) Power | **14** |
| **Q.2** | **(a)** | Explain various roles a manager has to play in an organization. | **07** |
| | **(b)** | Corporate world is rapidly changing. In this changing world, what are the challenges and opportunities that the field of OB will face? | **07** |
| | | **OR** | |
| | **(b)** | Explain MBTI personality. Also explain how each of the personality traits can affect the organization. | **07** |
| **Q.3** | **(a)** | What are the common biases and errors in decision making? | **07** |
| | **(b)** | Call centers have a very high attrition rate. Late night shifts, high work pressure, monotonous and repetitive nature of work; are just some of the reasons for this. How would you motivate the employees in such a scenario? Explain with reference to any theory of motivation. | **07** |
| | | **OR** | |
| **Q.3** | **(a)** | What is transaction analysis? Explain the ego states with examples and various types of transactions. | **07** |
| | **(b)** | You have recently created a group of 8 employees in your organization. Explain what stages of group development they will go through. Also mention what you should do as a team leader to help the team at each of these stages. | **07** |
| **Q.4** | **(a)** | Explain the socialization process that employees go through when they join the organization. Also explain how new employees will learn about the culture of the company? | **07** |
| | **(b)** | Who is your favorite leader? Explain the leadership style of that leader with reference to any of the leadership theories and explain why that person is your favorite leader. | **07** |
| | | **OR** | |
| **Q.4** | **(a)** | How does politics in the organization effect employee behavior? What defensive behaviors do employees engage in? | **07** |

**(b)** We live in a world, where employees are continuously stressed. What can organizations do to reduce employee stress and what can employees do themselves to reduce their own stress? **07**

**Q.5** **CASE STUDY:**

In ten years, "Plant World" had grown from a one-person venture into the largest nursery and landscaping business in its area. Its lady founder, Myta Ong, combined a lifelong interest in plants with a botany degree to provide a unique customer service. Ong had managed the company's growth so that even with twenty full-time employees working in six to eight crews, the organization culture was still as open, friendly, and personal as it had been when her only "employees" were friends who would volunteer to help her move a heavy tree.

To maintain that atmosphere, Ong involved herself increasingly with people and less with plants as the company grew. She kept track of the birthdays of every employee and even those of their children. She was up every morning by five-thirty arranging schedules so that John could get his son out of daycare at four o'clock and Martina could be back in town for her afternoon high school equivalency classes.

Paying all this attention to employees may have led Ong to make a single bad business decision that almost destroyed the company. She provided extensive landscaping to a new mall on credit, and when the mall never opened and its owners went bankrupt, Plant World found itself in deep trouble. The company had virtually no cash and had to pay off the bills for the mall plants, most of which were not even salvageable.

One Friday, Ong called a meeting with her employees and leveled with them: either they would not get paid for a month or Plant World would fold. The news hit the employees hard. Many counted on the Friday paycheck to buy groceries for the week. The local unemployment rate was low, however, and they knew they could find other jobs. But as they looked around, they wondered whether they could ever find this kind of job. Sure, the pay was not the greatest, but the tears in the eyes of some workers were not over pay or personal hardship; they were for Ong, her dream, and her difficulties. They never thought of her as the boss. Ong gave her employees the weekend to think over their decision: whether to take their pay and look for another job or to dig into their savings and go on working. Knowing it would be hard for them to quit, she told them they did not have to face her on Monday; if they did not show up; she would send them their checks. But when she arrived at seven-forty Monday morning, she found the entire group already there; ready to work even harder to pull the company through.

(a) Describe the culture of Plant World and how it had effected the company? **07**

(b) What role had Myta Ong played in designing the culture of Plant World? Going forward, is there a need to change the culture? Why? **07**

**OR**

**Q.5** (a) How would you describe the leadership style of Myta Ong? Explain with reference to the managerial grid **07**

(b) According to you, why had employees agreed to work without getting paid for a month? What had motivated them to do so? **07**

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