

Seat No: _____

Enrollment No: _____

PARUL UNIVERSITY
FACULTY OF MANAGEMENT
MBA, Winter 2017-18 Examination

Semester: 1

Subject Code: 06200107

Subject Name: Organizational Behavior

Date: 08/01/2018

Time: 2:00 pm to 4:30 pm

Total Marks: 60

Instructions

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Make suitable assumptions wherever necessary.
4. Start new question on new page.

Q.1 (A) Multiple choice type questions/Fill in the blanks. (Each of 1 mark) (05)

1. What are the main ways of measuring Personality?
 - (a) Self Report Survey
 - (b) Observer Rating Survey
 - (c) Projective Measures
 - (d) All-as above mentioned(Three)
2. Generation Values-dominant work Values in Today's workforce can be defined?
 - (a) Baby Boomers
 - (b) Baby Busters
 - (c) Gen X
 - (d) Gen Y
 - (e) Gen –Alfa
 - (f) All- as mentioned above
3. What are components of Ethical Decision Making?
 - (a) Utilitarianism
 - (b) Right
 - (c) Justice
 - (d) All- as mentioned above
4. The attitude based on Beliefs, opinion, Knowledge, or information about the particular event which the employee possesses is under _____ component of Attitude.
 - a) Behavioral
 - b) Cognitive
 - c) Affective
 - d) Positive
5. The five personality traits as per Big Five Personality Traits are-
 - a) Extroversion, Agreeableness, Conscientious, Emotional Stability, Openness to experience
 - b) Extroversion, Agreeableness, Friendly, Emotional Stability, Openness to experience
 - c) Extroversion, Agreeableness, Courage, Friendly, Openness to experience
 - d) Extroversion, Agreeableness, Conscientious, Emotional Stability, Easy going

(B) Define the following. (Each of 1 mark) (05)

1. Primary Dependent and Independent Variables (Only Enumerate)
2. Cognitive Dissonance
3. Value
4. Stereotyping
5. Bounded Rationality

(C) Direct Questions. (Each of 1 mark) (05)

1. What is Ability?
2. What are five types of schedule of Reinforcements?
3. Self Fulfilling Prophecy Theory?
4. Psychological process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is definition of what?
5. What are Hygiene Factors?

- Q.2** (A) What are different stages of Group Development? Explain in brief what exactly takes place in each stage of Group development? (07)
- (B) What is the concept of Situational Leadership Theory (SLT)? With the help of diagram, Explain the concept of Fiedler Model? What are its demerits? (08)
- Q.3** (A) With the help of diagram explains “The Conflict Process”. (Five Stages). Explain each stage in detail. (07)
- (B) What is the concept of Institutionalization? What do you understand by Organizational Culture? Enumerate and explain its seven primary characteristics, with the help of diagram? How organizational cultures have an impact on Employee performance and satisfaction? (08)
- Q.4** **Attempt any two Questions. (Each of 7.5 mark)** (15)
1. What do you understand by Conformity and Groupthink and Group shift? What is the concept of Asch’s Study? Explain in brief.
 2. With the help of diagram, explain the concept of Creating Effective Team?
 3. With the help of a “Model of Stress”, explain in brief, what is the root cause of Stress and what are consequences of stress? What are possible sources of stress? What difference is created because of Individual differences? How work stress management is carried out?
 4. **Case study- COOL PRODUCTS**

Mr. Vasudev is a general Manager of Cool Products, a company dealing in production and distribution of packed condiments in the state of Madhya Pradesh. The Co. was established in the year 2000 and has been performing well. Over the past five years the Co. has introduced excellent production processes, quality control, established its own distribution network, and has been able to achieve good consumer response for the products they manufacture and distribute. The company is a market leader in the state of M.P. Seeing the success of the business, the management has decided to expand the same in the state of Rajasthan. They have identified Kota as the place for establishing production unit. The head of the unit will hold the rank of GM. The post is tenable by marketing or production manager since the job involves skill of productivity and marketing. The management has invited you to select a person to head Kota unit. The management have handed over to you profiles of two managers. Mr. Varun is production manager, and Mr Avinash is the marketing manager. Both are working with Cool Products since its inception. You as a consultant, required to select one of them. You do not have personal knowledge about them and have to take the decision based of their write-ups only. The write up of the managers are as under.

Mr. Varun Tyagi-Mr Varun is a mechanical engineer passed out from MACT Bhopal (now MANIT). He has about 10 years of service in food preservation industry. Prior to this appointment he was working with ‘Pare Masala’ a famous condiment manufacturer of Pune. Varun is hard working, sincere, honest and a dependable engineer. He is foresighted, technically sound and can work independently under stress and strain. He had been able to handle employee grievances in the present organization successfully to the satisfaction of employees and management has been critical about the decision he had taken on their behalf. He enjoys good rapport in the Industry and has been consultant to couple of industries in the state of MP and Maharashtra. He is straight forward and goes by the rule of law when in difficulty. He has a pleasant personality and workers fall back on him when in difficulty. Varsha-his wife is a nursing graduate and works in one of the private nursing homes. Families of employees, very frequently consult her and she therefore enjoys personal influence over the families of ‘Cool Products’. Mr Varun has been able to complete his targets of production every year and has been contributory factor for the growth of the Company.

Mr. Avinash-Mr. Avinash Kale belongs to Nagpur and comes from farmers family. His father was a poor man and taught his only son with a great difficulty. Avinash has done MBA from IMS Indore in the year 1996. His performance in academics has been excellent. He stood first in IMS among the marketing boys that year. Mr Avinash is very calculative and thinks ten times before

taking any decision. He evaluates the pros and cons of the issue at hand before proceeding further. He is very professional and keeps his sales team on the tender hooks and ensures monthly sales at any costs. He is hard task master as it relates to job and can bend either way if situation so demands. He is very obedient and keeps the tag of management move, their daily schedule and any important event that is likely to take place. People in Cool Products say that Avinash knows everything in the organization before it is formally announced. He is considered to be a management man. He implements instructions of the management in letter and spirit. He maintains distance from workers and is not interested beyond the task he is supposed to do. But the task he does well and therefore he is liked by higher ups. One may say he is a task oriented leader. He is a smooth sailer, a diehard salesman, visionary, opportunist, a soft spoken executive who never hurts anyone in his dealings, a tight rope walker. He has good communication skills. He has been recently married to a lady who is employed as Assistant Sale Tax Officer in Bhopal. She belongs to state provincial services cadre. She also has a bright career as she is a topper in her batch.

Questions.

- (a) Read the case carefully and carryout analysis. In the light of various theories you have studied, what type of leadership style Mr. Varun Possesses.
- (b) What type of leadership style Mr. Avinash has. What are the strengths of his personality.