

PARUL UNIVERSITY
FACULTY OF MANAGEMENT
MBA Summer 2017 - 18 Examination

Semester:1
Subject Code: 06200107
Subject Name: Organizational Behavior

Date: 11/06/2018
Time: 10.30 am to 1.00 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 Do as Directed.**A). Multiple choice type questions/Fill in the blanks. (Each of 1 mark)****(05)**

1. Employees from the same hierarchical level, but from different work areas, who come together to accomplish a task is called as _____

- | | |
|---------------------------|------------------|
| a) Problem-solving teams | c) Virtual teams |
| b) Cross-functional teams | d) Work team |

2. A situation in which the parties to a conflict each desire to satisfy fully the concerns of all parties _____

- | | |
|--------------|------------------|
| a) Competing | c) Collaborating |
| b) Avoiding | d) Accommodating |

3. A group composed of the individuals who report directly to a given manager is called _____

- | | |
|-------------------|-------------------|
| a) Informal group | c) Task group |
| b) Command group | d) Interest group |

4. In Vroom's VIE model of motivation, instrumentality is _____

- | | |
|--|--|
| a) The valence of first-level outcomes | c) The perceived strength of the connection between first and second level outcomes. |
| b) The valence of second-level outcomes. | d) None of the above. |

5. Which of the following is a process theory of motivation ?

- | | |
|---|---------------------------|
| a) Herzberg's two factor theory. | c) Alderfer's ERG theory. |
| b) McClelland's theory of learned needs | d) Equity theory. |

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

1. Personality
2. Management skills given by Robert Katz's
3. Halo effect
4. Stereotyping
5. Hygiene factors

C). Direct questions. (Each of 1 mark)**(05)**

1. What is Theory Y ?
2. What is Self-Managed Teams ?
3. What is Conceptual Skills ?
4. What is Machiavellianism ?
5. What is Cohesiveness

Q.2 Answer the following questions?

A). Discuss the Managerial Roles as given by Mintzberg

(07)

B). Explain the factors influencing Perceptions in detail

(08)**Q.3 Answer the following questions.**

A). Explain the term "Motivation". Discuss "Maslow's hierarchy of needs" theory in detail with suitable example

(07)

B). Explain the term "Leadership". Explain any one theory of leadership of your choice and discuss the leadership style of any one leader of your choice.

(08)

Q.4 Attempt any two questions. (Each of 7.5 mark)

(15)

1. Explain the difference between group & team in detail
2. P & G is facing severe problems due to their employees being in continuous stress. What is "Stress"? Discuss what organizations can do to reduce employee's stress and what would be the result of reducing the stress?
3. Explain the term "Conflict". Explain the types of conflicts in detail.
4. Read the case given below and answer the following questions:

The New Procter & Gamble (P & G) for years the culture at P&G had supported steady growth and profits. In recent years, however, the company found itself under a great deal of pressure from the external competitive environment. For example, Kimberly-Clark had cut deeply into P&G's disposable-diaper market, one of the company's most lucrative market niches. At the same time, Lever Brothers was making inroads into P&G's share of the soap and detergent market. On the new product development front, things were no better. The company was having disappointing results with its Pringles potato chips and was suffering financial losses on its Coldsnap Homemade Ice Cream Mix, Wondra hand cream, and Rely Tampons. These setbacks were reflected on the company's bottom line as pretax earnings fell for the first time in over thirty years. At the same time, the firm was having union problems. Its Kansas City plant voted to unionize, and the company went through a long fight with worker representatives in its efforts to change work practices and improve efficiency. These developments led P&G to make changes in its organizational culture. Some of these were the following:

1. The work team concept, in which production and maintenance workers called "technicians" are required to master and use a second skill, was extended throughout P&G's operations.
2. The lifetime-job tradition that once made P&G workers the envy of their blue collar counterparts elsewhere gave way to layoffs.
3. The corporate paternalism of the past yielded to some hard practicalities as executives and workers alike were put on notice that plans that didn't measure up on productivity, cost and quality would be shut down.
4. A determined management vigorously resisted attempts by organized labour to dictate how P&G's operations should be run. In addition to the above, P&G trimmed its work force by 5 percent on the plant floor and 4 percent company-wide. This was accomplished through reduced hiring, early retirement, and, in some cases, layoffs. Changing conditions had led P&G to Change its culture.

Questions:

1. How has the environment affected P&G's Culture?
2. If you were hired as a consultant by P&G's Board, what recommendations would you make to improve the company's cultural effectiveness?