

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA. Sem-I Regular / Evening Examination January/ February 2011**

**Subject code: 810005**  
**Subject Name: Organizational Behaviour**

**Date: 03 /02 /2011**

**Time: 10.30 am – 01.00 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: **07**
1. Culture
  2. Stereotyping
  3. Power distance
  4. Social loafing
  5. OCB
  6. Hindsight bias
  7. Negotiation
- (b)** What are the main strengths and weaknesses for Indian organization culture? **07**
- Q.2 (a)** “ Behaviour is generally predictable, so there is no need to formally study OB.” **07**  
Why? Is the statement wrong?
- (b)** What are the major job attitudes? In what ways are these attitudes alike? What is **07**  
unique about each?
- OR**
- (b)** What is Transactional Analysis? What are the basic components of TA which are **07**  
useful for human development?
- Q.3 (a)** What are values? Define in brief, types of values as per RVS (Rokeach Value **07**  
Survey).
- (b)** How can you relate Herzberg’s two factor theory of motivation to the Maslow’s **07**  
need hierarchy?
- OR**
- Q.3 (a)** How do the contemporary theories of work motivation complete one another? **07**  
Explain their integration.
- (b)** How teams are differing than groups? What types of teams playing important role **07**  
in today’s quality management?
- Q.4 (a)** What is perception? Identify various shortcuts individuals use in making **07**  
judgments for others and how these shortcuts are applicable in organization?
- (b)** Explain “Johari window” as an effective tool for improving quality of **07**  
communication.
- OR**
- Q.4 (a)** What is stress? Explain a model of stress (management) to understand it better. **07**
- (b)** Write short notes on any TWO **07**
1. Power and politics – a relationship
  2. Conflict- management techniques
  3. Sources of emotions and moods

- Q.5 (a)** How is contingency approach differing from early behavioral theories of leadership? Explain any ONE contingency theory in brief. **07**
- (b)** “A strong culture affects an organization’s efforts to improve diversity”- Comment on the sentence. **07**

**OR**

- Q.5 (a)** What roles contemporary leaders play in organization? Is there any attention ethics received by those roles? **07**
- (b)** Read the case given below and answer the following questions: **07**

There are not many women in the position of leadership in corporate India. The growth of women in the corporate world has been slow, probably due to the glass ceiling and role stereotypes. Barring a few females who have made it to the top, others have only reached till the middle/ senior level of management. Family and social support and education level are important factors for leadership in the business world. Besides, family has priority over career for women in India. Thus, few women cut through all the barriers and reach the top. One such example is Naina Lal Kidwani, chairperson and managing director, the HSBC investment banking and securities business in India. According to her, in India, there is an extended family of mothers, sisters, and mothers-in-law ready to step in along with the easily available domestic help. However, despite these advantages in the urban middle class in India, women are only now entering the corporate world”

A graduate from HBS, Naina joined ANZ Grindlays Bank in India 1982. Having done her stints in a variety of jobs in merchant, retail and investment banking, she moved to Morgan & Stanley in 1994 to manage its operations in India. She has been a high achiever throughout. Naina was ranked 3<sup>rd</sup> by Fortune Magazine in their maiden list of the world’s top women in business in Asia (2000), and later it placed her among the top 50 women in business in three successive years. Time magazine selected her as one of 2002’s fifteen emerging’ Global Influential’s’. She is chairperson of various committees of industry associations.

Naina is not only successful in professional life, but in her personal life too; she is married with two children.

1. What are the barriers for women to become corporate leaders?
2. What competencies are needed by women to succeed in corporate life? Are those same or different than men?

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