GUJARAT NATIONAL LAW UNIVERSITY
GANDHINAGAR
Course: **Organizational Behaviour**
Semester-III (Batch: 2014-19)

End Semester Examination: Oct-Nov. 2015

Date: 2nd November, 2015
Duration: 3 hours   **Max. Marks: 50**

Instructions:
- Read the questions properly and write the answers in the given answer book.
- The respective marks for each question are indicated in-line.
- Do not write any thing on the question paper.
- Indicate correct question numbers in front of the answers.
- No questions or clarifications can be sought during the exam period, answer as it is, giving reason, if any.

                                                    Marks

Q.1 Answer the following questions:

   (a) Define **any two** of the following terms   (2x2= 04)
      (i) Emotional Intelligence
      (ii) Counter Productive work behavior
      (iii) Personality

   (b) Answer the following questions in detail   (2x3= 06)
      (i) Successful professional growth in one's career is supported by the knowledge of organization behaviour– give your views.
      (ii) Discuss the importance of understanding value system across cultures for successfully managing people as global manager.

Q.2 Answer the following questions

   (a) Define **any five** of the following terms   (5x1= 05)
      (i) Groupthink
      (ii) High-context culture
      (iii) Referent power
      (iv) Distributive bargaining
      (v) Virtual organization
      (vi) Workplace spirituality

   (b) Explain the functional and dysfunctional effects of organizational culture in detail.   (1x5= 05)

Q.3 Answer **any two** of the following questions in detail   (2x5= 10)
   (a) What is organizational structure? Explain the six key elements that design the organization's structure.
   (b) What is Role expectation? Explain the Punctuated Equilibrium Model for temporary groups with deadline.
   (c) Explain barriers to effective communication.

Q.4   Answer **any two** of the following questions in detail   (2x5= 10)

   (a) Define Authoritative leadership. What is the effect on each aspect (i.e. flexibility, responsibility, standards, rewards, clarity and commitment) of organization's working environment?

   (b) What is stress? What are the individual and organizational approaches to manage stress?

   (c) How do the individual differences of personality and gender influence negotiations?

Q.5   Read the below given case and answer the questions thereof.   (3+2+3+2= 10)

"Samantha Parks is the owner and CEO of Sparks, a small New York agency that develops advertising, promotions, and marketing materials for high-fashion firms. Parks has tended to keep a tight rein on her business, overseeing most projects from start to end. However, as the firm has grown, she has found it necessary to delegate more and more decisions to her associates. She has recently been approached by a hairstyling chain that wants a comprehensive redefinition of its entire marketing and promotions look. Should Samantha try to manage this project in her traditional way, or should she delegate major parts to her employees? Most managers confront this question at some point in their careers. Some experts propose that top executives need to stay very close to the creative core of their business, which means that even if their primary responsibility is to manage, CEOs should never cede too much control to committees of creative individuals or they can lose sight of the firm's overall future direction. Moreover, executives who do fall out of touch with the creative process risk being passed over by a new generation of "plugged in" employees who better understand how the business really works.

Others offer the opposite advice, saying it's not a good idea for a CEO to "sweat the small stuff" like managing individual client accounts or projects. These experts advise executives to identify everything they can "outsource" to other employees and to delegate as much as possible. By eliminating trivial tasks, executives will be better able to focus their attention on the most important decision-making and control aspects of their jobs, which will help the business and also ensure that the top executive maintains control over the functions that really matter.

These pieces of advice are not necessarily in conflict with one another. The real challenge is to identify what you can delegate effectively without ceding too much power and control away from the person with the unifying vision. That is certainly easier said than done, though."

   (a) If you were Samantha Parks, how would you prioritize which projects or parts of projects to delegate?

   (b) Should executives try to control projects to maintain their positions of authority? Explain it with appropriate reasoning.

   (c) Samantha said "I hire good people, creative people, to run these projects, and I worry that they will see my oversight and authority as interfering with their creative process." How can she deal with these concerns without giving up too much control?

   (d) What are some tasks in an organization that a top executive should never delegate to others?

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