

**GUJARAT NATIONAL LAW UNIVERSITY
GANDHINAGAR**

Course: **Organizational Behaviour**
Semester- II (Batch: 2022-27)

End Semester Examination: May 2023

Date: 10th May, 2023

Duration: 3 hours

Max. Marks: 50

Instructions:

- Read the questions properly and write the answers in the given answer book.
- Do not write anything on the question paper.
- The respective marks for each question are indicated in-line.
- Indicate correct question numbers in front of the answer.
- No questions or clarification can be sought during the exam period, answer as it is, giving reason, if any.
- Word limit for 5 marks questions is 350-400 words.

- | | Marks |
|--|--------------|
| Q.1 a) Consider you are working as a Senior HR Manager at one of the reputed Law Firms of India named Nyay & Only Nyay Associates. Assume that the law firm has many women employees and it has been observed that a majority of the female talent pool faces the problem of “maternal wall bias”. As a Founding Partner of the firm, Mr. Jhunjhunwala wants you to address the problem and recommend solution to overcome the “maternal wall bias” problem in the law firm. | (5x2=
10) |
| b) Is emotional intelligence an important factor in determining the success of a manager in today’s business world? Elaborate your argument with appropriate reasoning. | |
| Q.2 a) Do you think knowledge of personality similarities or differences can help employees reduce conflict and get along better? Or does this knowledge have the potential to cause harm? Explain your answer with appropriate reasoning. | (5x2=
10) |
| b) The pay of a CEO in most of the top Blue-Chip companies is 200-300 times the median employee salary in those companies. Also, the CEO salary has a good share of the variable pay, in the form of ESOPs, which is linked to the performance of the organization during her tenure. In such a scenario, the CEO might get herself indulged into wrong doings to meet the performance targets and thereby achieve their variable pay component of the salary. Is it right to have a majority share of the salary as a variable pay component? How can company ensure that such high variable pay component does not lead to any wrong doings? | |
| Q.3 Answer any two of the following questions. | (5x2=
10) |
| a) Imagine you are a manager at Apple Inc. You have been asked to select employees for a virtual problem-solving team for the matter concerning the dwindling sale of iPhones in Asian market. What types of employees would you include and why? | |
| b) “Effective teams have members who believe in the team’s capabilities, are committed to a common plan and purpose, and have an accurate shared mental model of what is to be accomplished.” Explain the given statement with appropriate reasoning. | |
| c) How do you overcome the potential problems of cross-cultural communication? | |
| Q.4 Answer any two of the following questions. | (5x2=
10) |
| a) Do you think offices should include rules about office romances in their sexual harassment policies? Why or why not? | |

- b) In India, the Companies Act of 2013 and SEBI (Listing Obligations and Disclosure Requirements) of 2015 now mandates listed companies and those companies having paid up share capital of at least Rs. 100 crore or turnover of at least Rs. 300 crore to have at least one woman director on the board. In light of this development, do you think using a quota system to promote gender diversity is a good idea? Why or why not?
- c) Assume that you are advising union and management representatives about how to negotiate an agreement. Drawing on the concepts from Conflict and Negotiation, what would you tell them?

Q.5 Answer **any two** of the following questions.

(5x2=10)

- a) Downsize your organization to realize major cost savings, and focus the company around core competencies – but only if necessary, because downsizing can have a significant negative impact on employee affect.” Explain the given statement with appropriate reasoning.
- b) Write a detailed note on Lewin’s Three-Step Model of the change management.
- c) Assume that from the next semester the classes shall begin at 8 am and end by 1 pm. This is the deviation from the current time table you follow. Highlight the possible restraining forces and the driving forces and describe how the University management can implement this new change smoothly.
