

Post Graduate Diploma in Management (Hospital & Health Management)
PGDM – 2022-24 Batch
Term – III : Term End Examination

Course & Code : Organizational Behavior	Enrolment No. :
Term & Batch : II, 2022-24	Date : Feb 15, 2023
Duration : 3 Hrs	Max. Marks : 70

Instructions:

- Budget your time as per the marks given for each question and write your answer accordingly.
 - Don't write anything on the Question Paper except writing your Registration No.
 - Mobile Phones are not allowed even for computations.
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Part A: Q. 1 to Q.10 (10 questions*1 marks = 10 marks). **Compulsory**

Mark the correct option in the question paper for Q1- Q10 (attach question paper with the answer sheet)

Q1. Who defined personality as the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment?

- A) Leon Festinger
- B) Dr. Sigmund Freud
- C) Gordon Allport
- D) Abraham Maslow

Q2. Extremely attractive or unattractive individuals are most likely to be noticed in a group. Which of the following statements best describes the reason behind it?

- A) Our perception of reality depends on our past experiences.
- B) Our perception of reality depends on our personality.
- C) We don't look at targets in isolation.
- D) The time at which we see an object can influence our perception of the object.
- E) Our motives and expectations affect our perception of a target.

Q3. The statement, "A person who eats meat and then fights for animal rights demonstrates double standards" is an evaluative statement. Such an opinion constitutes the _____ component of an attitude.

- A) cognitive
- B) affective
- C) reflective
- D) behavioral
- E) reactive

Q4. Under which of the following conditions is job dissatisfaction most likely to result in turnover?

- A) Employees have negative core self-evaluation.
- B) Employees have high education and ability.
- C) Employment opportunities are scarce.
- D) Employees experience emotional contagion.
- E) Employees have supportive relationships with their co-workers.

Q5. With reference to the interactionist view of conflict, conflict that relates to the content and goals of work is called _____ conflict.

- A) job
- B) task
- C) relationship
- D) process
- E) communication

Q6. Manuel is a manager for a manufacturing company in which managers are expected to fully document all decisions, and it is important to provide detailed data to support any recommendations. Also, out-of-the-box thinking is dissuaded. Which characteristic of organizational culture describes this aspect of Manuel's job?

- A) low team orientation
- B) high aggressiveness
- C) low risk taking
- D) low outcome orientation
- E) high people orientation

Q7. Regina George works as a campaign manager in a not-for-profit organization in Hampshire. For the upcoming campaign against genetic engineering, she is networking with managers who are working on the issue of food safety. Through her network of contacts, she strives to gain information about the stakeholders in the food industry and other lobby groups. Which of the following roles is George most likely to be playing according to Mintzberg's classification of managerial roles?

- A) figurehead
- B) leader
- C) liaison
- D) entrepreneur
- E) resource allocator

Q8. The ability to understand, communicate with, motivate, and support other people, both individually and in groups, may be defined as _____ .

- A) human skills
- B) technical skills
- C) conceptual skills
- D) cognitive skills
- E) analytical skills

Q9. Mark is an excellent technical writer. He has never missed a deadline and all his projects are of superior quality. He now wants to telecommute two days a week, so that he can spend more time with his family. He feels that he has proven his reliability. However, his boss is unable to comply with his request and gives him a substantial raise instead. According to the expectancy theory, Mark's disappointment demonstrates a breakdown in the _____ relationship.

- A) performance-reward
- B) effort-performance
- C) rewards-personal goals
- D) effort-satisfaction
- E) performance-achievement

Q10. Our tendency to take personal pride or offense for the accomplishments of a group we are a part of, is the territory of the _____ theory.

- A) social exchange
- B) expectancy
- C) social identity
- D) reinforcement
- E) equity

Part B: Q.11 to Q.15 (4 questions *5 Marks =20 Marks) Attempt any four.

Short Notes

- A. Organizational Culture and climate
- B. Development of Attitude and Values
- C. Organization and conducting the staff meeting
- D. Effective Teams
- E. Organization Development

Part C: Q.12 to Q.16(3 questions *10 Marks =30 Marks) Attempt any three.

Q12. Define Conflict? Describe the five conflict-handling intentions that are based on the dimensions of cooperativeness and assertiveness.

Q13. Explain Hershey- Blanchard Situational theory of leadership? How situation plays a vital role in deciding the leadership style.

Q14. Briefly describe Myers-Briggs Type Indicator (MBTI) dimensions? What are the determinants of personality. Does personality vary across cultures?

Q15. Health and Wellness Centers (HWCs) were set up under Ayushman Bharat. The staff of Primary Health Center (PHC) was already demotivated and consider HWCs as additional burden. Please discuss the reasons that could have led to demotivated staff as per theoretical understanding of motivation. Critically discuss Herzberg's two factor theory of motivation and its application in healthcare organization set up.

Q16. As a health manager you are asked to develop a plan to study behavior of a District Hospital staff to improve teamwork. Formulate objectives, and enumerate the independent and dependent variables of the study.

Q17. Case Study (10 Marks)- **Compulsory**

You may be familiar with the problems that have recently plagued Toyota. However, you may not know the whole story. First the facts. In 2010 Toyota issued a series of recalls for various models. The most serious was for a defect called "unintended acceleration," which occurs when a car accelerates with no apparent input from the driver. Investigations revealed that unintended acceleration in Toyota cars has been the cause of 37 deaths since 2000. When the problems first surfaced, however, Toyota denied it was the cause. Eventually, Toyota apologized and recalled more than 9 million cars. To many, the root cause of Toyota's problems was its insular, arrogant culture. *Fortune* argued: "Like GM before it, Toyota has gotten smug. It believes the Toyota Way is the only way." *Time* reported "a Toyota management team that had fallen in love with itself and become too insular to properly handle something like the current crisis."

Transportation Secretary Ray LaHood described Toyota's culture as "safety-deaf." But is this the reality? Increasingly, evidence suggests that Toyota's culture—or even the cars it produces—is not the source of the problem. A 2011 report released by the U.S. National Highway Traffic Safety Administration (NHTSA) concluded that unintended acceleration was not caused by problems in the electronic circuitry. *The Wall Street Journal* wrote that "safety regulators, human-error experts and auto makers say driver error is the primary cause of sudden acceleration." *Forbes* and *The Atlantic* commented that most of the incidents of sudden acceleration in Toyota cars occurred with elderly drivers, and elderly drivers are known to be more prone to confusing pedals. Many other independent investigations, including ones conducted by automobile experts at *Popular Mechanics* and *Car and Driver*, reached the same conclusion: the main cause of unintended acceleration was drivers mistaking the gas pedal for the brake pedal.

There's a long history of misreporting on this issue. Audi was nearly driven into bankruptcy when *60 Minutes* aired a report, "Out of Control," purportedly proving that defects in the car were behind six fatal sudden-acceleration accidents. As it turns out, *60 Minutes* paid someone to tamper with the car—filling a canister of compressed air linked to the transmission—to cause the sudden acceleration shown in the segment. Further investigations never uncovered evidence that defects in Audi's cars were behind the incidents. Does Toyota have an insular and inbred corporate culture? Probably. But it's been that way for a long time, and it's far from clear that the culture, or even the company's cars, is responsible for the sudden acceleration problems.

Questions

1. If Toyota is not the cause of unintended acceleration, why was it blamed for it?
2. Investigations have shown that after stories of unintended acceleration are publicized, report of incidents increase for all automakers. Why is this the case?
3. Is it possible to have a strong—even arrogant—culture and still produce safe and high-quality vehicles?
4. If you were the CEO of Toyota when the story was first publicized, how would you have reacted?