

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2019

Course: Organizational Behavior
Programme: MBA- Logistics and Supply Chain

Semester: I

Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A

S. No.	Objective Type questions-	Marks	CO
Q 1	Elements of Organization structure.	2	CO1
Q2	Components of Perception.	2	CO2
Q3	Name the early theories of motivation.	2	CO1,C O2
Q4	Write on Short note on Job enrichment.	2	CO1
Q5	Identify the five stages of group development.	2	CO3
Q6	Is Social Loafing Unethical?	2	CO3
Q7	Name the types of teams.	2	CO3
Q8	Write Short note on Effective teams.	2	CO1
Q9	Define organizational behavior (OB).	2	CO1
Q10	Expand MBTI.	2	CO2

SECTION B

Q	Short Answer Questions		
Q1	What are the differences between the traditional and interactionist views of conflict?	4	CO3
Q2	Expectancy theory can be helpful, but assumes employees have few constraints on decision making, such as bias or incomplete information, and this limits its applicability?	4	CO4
Q3	What is attribution theory? What are the three determinants of attribution? What are the implications of attribution theory for explaining organizational behavior?	4	CO2
Q4	Describe the factors that influence the formation of Individual attitudes ?	4	CO2
Q5	Why have more and more firms begun developing recognition programs as part of their organizational reward system? Why not just give people more money?	4	CO2

SECTION-C

	Descriptive Type Questions		
Q1	What is meant by the term <i>organizational culture</i> ? Define it and give some examples of its characteristics. How does a dominant culture differ from a subculture? In your answer be sure to define both terms	15	CO1, CO2, CO4
Q2	What is the difference between classical and operant conditioning? What is the difference between positive and negative reinforcement? What is the difference between negative reinforcement and punishment? Provide some examples.	15	CO1, CO2, CO4

SECTION-D

	<p>Analytical / Case Study</p> <p>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.</p> <p>To many, the root cause of Toyota’s problems was its insular, arrogant culture. <i>Fortune</i> argued: “Like GM before it, Toyota has gotten smug. It believes the Toyota Way is the only way.” <i>Time</i> reported “a Toyota management team that had fallen in love with itself and become too insular to properly handle something like the current crisis.”</p> <p>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. <i>The Wall Street Journal</i> wrote “safety regulators, human-error experts and auto makers say driver error is the primary cause of sudden acceleration.”</p> <p><i>Forbes</i> and <i>The Atlantic</i> 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 <i>Popular Mechanics</i> and <i>Car and Driver</i>, reached the same conclusion: the main cause of unintended acceleration was drivers mistaking the gas pedal for the brake pedal.</p> <p>There’s a long history of misreporting on this issue. Audi was nearly driven into bankruptcy when <i>60 Minutes</i> aired a report, “Out of Control,” purportedly proving that defects in the car were behind six fatal sudden-acceleration accidents. As it turns out, <i>60 Minutes</i> paid sometime to tamper with the car—filling a canister of compressed air linked to the transmission—to cause the sudden acceleration shown</p>		
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	<p>in the segment. Further investigations never uncovered evidence that defects in Audi's cars were behind the incidents.</p> <p>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.</p>		
Q1	Investigations have shown that after stories of unintended acceleration are publicized, report of incidents increase for all automakers. Why is this the case?	10	CO2,C O3
Q2	Is it possible to have a strong—even arrogant—culture and still produce safe and high-quality vehicles?	10	CO2,C O3
Q3	If you were the CEO of Toyota when the story was first publicized, how would you have reacted?	10	CO2,C O3