Q.P. Code : 62201

First Semester M.B.A. (Day/Evening) Degree Examination, February/March 2020

(CBCS Scheme)

Management

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Paper 1.1 — MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Time : 3 Hours] *[Max. Marks : 70*

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : **(5 × 5 = 25)**

1. List out the characteristics of Scientific Management.

2. What are the determinants of Organisational Culture?

3. Distinguish between values and attitudes.

4. Define Virtual organization and indicate its properties.

5. What are Perceptual errors? How can they be rectified?

6. Give an account of Douglas Mc Gregor's different views on people at working place.

7. "Informal groups are powerful and advantageous" – Elucidate.

SECTION – B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. Describe the process of group formation and highlight the factors that affects effectiveness of a group.

9. Explain the various styles of leadership and their relevance to the present day industry and Business organizations.

10. Explain the application of transactional analysis in solving inter and intra personal conflicts.

11. Discuss the factors that affect organizational design and structures and their influence in organizational productivity.

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SECTION – C

12. Case Study **Compulsory** : **(15)**

Read the following case and answer the questions given below :

When the plant first opened, management's attendance goal was 98 percent. After approximately 18 months of operation, this attendance goal was not being achieved, although management didn't have a system in place to track attendance specifically. Managers believed that attendance was somewhere around 93 percent, with the industry average between 93 and 97 percent. Westinghouse management estimated that each 1 percentage-point drop in attendance cost the company an additional $80,000. Management believed that this figure, based solely on hiring temporary workers for the day, was conservative and didn't account for lower team productivity, increased scrap costs, lost customer orders, and the like.

A task force of managers and employees was formed to design and implement a process to monitor attendance and make suggestions for improvement. The group designed a program that its members hoped would motivate employees to meet or exceed a 97 percent attendance rate. Attendance performance was categorized as follows.

Level 1: Perfect (100%), with no make-up time.

Level 2: Good to excellent (97-100%), including make-up time.

Level 3: Needing improvement (95-96.9%), including make-up time.

Level 4: Unacceptable (below 95%).

Positive reinforcement was used at Levels 1 and 2. Perfect attendance for 1 month was rewarded by listing employee names in the Westinghouse newsletter; perfect attendance for the entire team led to its being mentioned in the local newspaper. Perfect attendance for 6 months brought a letter of commendation from the plant manager, a paid luncheon, and reserved parking privileges. Perfect attendance for a year brought a $100 gift certificate, letters of commendation from headquarters, listing the employee's name on plaques displayed in the plant, and reserved parking. For Level 2 attendance, longer amounts of time were needed to earn rewards. It took 3 months for an individual to have his or her name mentioned in the Westinghouse newspaper, 6 months for an employee to get a paid luncheon, and 1 year for an employee to receive a commendation from the department manager and receive a gift certificate for $50.

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At Level 3, employees were verbally warned by their manager to improve their attendance. Steps to increase their attendance were discussed with the team leader and department manager. Employees in Level 3 had to develop an action plan to improve their attendance. A follow-up meeting at the end of 2 months was scheduled to evaluate their performance and/or revise their action plans.

At Level 4, additional verbal warnings were given; a formal document was prepared by the team leader and department manager and forwarded to the plant manager; and a person's pay was docked. Termination was discussed unless attendance improved to 97 percent within the next month.

Questions :

(a) What contingencies of reinforcement did the task force recommend to improve attendance? What schedule(s) of reinforcement did it recommend?

(b) Given these rewards, would you improve your attendance? If so, why? If not, why?

(c) What do you think happened at the plant? Did attendance improve?
