

**Reg. No:**

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**Q.P. Code: 16MB701**

**R16**

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR  
(AUTONOMOUS)**

**MBA I Year I Semester (R16) Supplementary Examinations MAY/June 2017**

**Management & Organizational Behavior**

(For Students admitted in 2016 only)

Time: 3 hours

Max. Marks: 60

**SECTION – A**

(Answer all Five Units 5 x 10 = 50 Marks)

**UNIT-I**

- 1 a. Define Management? What are the chief characteristics of management? (5M)  
b. Briefly explain the functions of Management? (5M)

**OR**

- 2 Discuss in detail Fayol's Principles of Management and their relevance to the modern companies? (10M)

**UNIT-II**

- 3 Define the term Planning? Discuss different types of plans with examples? 10M

**OR**

- 4 Explain in detail the process of Managerial Control? 10M

**UNIT-III**

- 5 Define Organizational Behaviour? Explain its features? 10M

**OR**

- 6 What are attitudes? Explain the functions of attitude? 10 M

**UNIT-IV**

- 7 Define the term Motivation? Briefly explain about Herzberg theory of motivation? 10M

**OR**

- 8 Distinction between Transactional Vs. Transformational Leadership 10 M

**UNIT-V**

- 9 Describe in detail the steps involved in change process? 10M

**OR**

- 10 What do you mean by OD interventions? Describe the various OD interventions and explain as to how they improve the functioning of organization? 10 M

## SECTION – B

(Compulsory Question)

1 x 10 = 10 Marks

11

### Case Study:

Donnelly Mirrors, a small company employing about 750 workers, manufactures practically all of the rear-view mirrors for the automobiles produced in America. Even though it is a privately held corporation, it has developed a participative management style where the workers are actively and genuinely involved in the governance of the company. This may be one of the reasons why the governance of the company. This may be one of the reasons why company has been enjoying continuous success over the years.

The participative system started in 1952 and initially, the employees simply participated in cost saving efforts and they shared those savings among themselves and with the company. employees where assured that they would not lose jobs because of introduction of technologically advanced machinery or change in the production methods. This resulted in reduced resistance for change on the part of employees.

The employees became so involved in cost reduction efforts and activates that they started to volunteer various ways of improving operational efficiency including selection of equipment and machines. Various problem solving groups were formed for various operational areas and in order to achieve efficient coordination among all the groups and activities, a linking-pin organizational structure was adopted, whereby members of various groups make decisions relative to their own tasks and these decisions are presented to the next higher level of management for consideration.

There are no time clocks and even though workers get paid on a salary basis, their working times are not closely watched or scrutinized. There is sufficient group cohesion so that the workers do not take undue advantage of these relaxed rules. If a member is later or absent for a good reason, other workers in the group will make up for his work. If someone misses work frequently, he becomes answerable to other group members. The group selects its own leader and together the members set their own production goals within geneneral framework of the objectives of the organization and are responsible for meeting such goals.

The company has formed a committee comprising representatives both from

employees as well as management and the committee handles all personnel matters such as pay policies, fringe benefits and employee grievances. Since the workers are represented in this committee, all decisions made by this committees are accepted by all. Pay scales are also recommended to the management by this committee and these are consistent with the industry practices. As per pay policies, the company is guaranteed a return of 5.2% on its investment and the balance of the profit is shared with the employees. If a 5.2% return is not achieved in a given year, the deficit is compensated from the earning of the following year before any additional bonuses are given to the employees.

Because of its reputation for employee treatment, it attracts a large number of applicants for jobs, but because the turnover rate is very low, the company can select the best from this pool of applicants. The company is like a close-knit family and enjoys a reputation for productivity, quality an employee loyalty and dedication.

#### **Discussion Questions**

1. Does the success of the company reflect a general statement that profit sharing and employee involvement in company affairs is highly motivating for employees?
2. How do you think that the group dynamics is at work in this organization? How are the group goals integrated with the organizations? Give examples?
3. Is the concept of worker participation in the management of the company equally applicable in the work culture of Indian organizations? Give examples?
4. Do you think there is enough group cohesiveness in this company so that the individuals would not violate group rules and norms? Are the individual goals integrated with the group's to whom the individual belongs? Give reasons.

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