

## IMT-14

### ORGANIZATION STRUCTURE AND BEHAVIOUR

**Notes:**

- Write answers in your own words as far as possible and refrain from copying from the text books/handouts.
- Answers of I<sup>st</sup> Set (Part-A), II<sup>nd</sup> Set (Part-B), III<sup>rd</sup> Set (Part – C) and Set-IV<sup>th</sup> (Case Study) must be sent together.
- Submit the assignments in IMT CDL H.O. along with the assignments Question Papers for evaluation .
- Only hand written assignments shall be accepted.

**A. First Set of Assignments**

5 Questions, each question carries 1.5 marks.

**B. Second Set of Assignments**

5 Questions, each question carries 1.5 marks.

**C. Third Set of Assignments**

5 Questions, each question carries 1.5 marks. Confine your answers to 150 to 200 Words.

**D. Forth Set of Assignments**

Two Case Studies : 7.5 Marks. Each case study carries 3.75 marks.

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#### SECTION - A

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- How do Indian organizations differ from their Western counterparts?
- Why is it important for organizations in India to search for hybrid, improvised models of management?
- What is Organisational Citizenship Behaviour?
- How would you differentiate between perceptual errors and attributional errors?
- Explain with example Distinctiveness in Attribution process.

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#### SECTION - B

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- Explain Herzberg's two factor theory.
- Write a note on Pioneering-Innovating motive.
- What is emotional intelligence?
- What are existential positions in Transaction Analysis?
- What are the gains from synergistic group-working?

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#### SECTION - C

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- Which are the commonly used power tactics?
- What are roles? How do they compare with a job description?
- What are the advantages and limitations of a strong organizational culture?
- Explain the process of change.
- Discuss feminine styles of leadership.

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## CASE STUDY - 1

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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 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 were 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 activities 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 late or absent for a good reason, other workers in the group will make up for his work. If some one 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 the general 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 committee 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 and employee loyalty and dedication.

### 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? Explain your reasons in detail.
2. How do you think that the group dynamics is at work in this organization? How the group goals are integrated with the organization goals?
3. Is the concept of worker participation in the management of the company equally applicable in the work culture of Indian organizations? Give examples

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## CASE STUDY - 2

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Bob's is one of the largest fast food chains in Latin America. Headquartered in Rio De Janeiro, more than half of this McDonald's clone's 225 outlets are located in Brazil. What's it like to work at Bob's? A day at an outlet in a mall in Sao Paulo provides some insights.

The most notable characteristic of this fast food restaurant is the youth of the 12 employees. Silvana, who supervises the training of new hires, has had two promotions in her four years on the job. Yet she's only 21 years old. Levy, the short order cook, is 20 and has been doing his job for a year. Elisangela is 21 and a Bob's employee for two years.

The restaurant's manager, who has seven years at Bob's, is 23. Simone is one of the oldest employees at 25.

Bob's employees have another commonality besides their youth. They're all from a humble social background. Middle-class kids in Brazil want to avoid working in fast-food places.

The jobs at Bob's have a highly structured routine. For instance, if you're working the grill, you need to know that a Big Bob gets two slices of beef, 11 grams of lettuce and seven grams of sliced onions on a sesame seed bun; a Bob's Burger is also two slices of beef with special sauce but only a slice of tomato on a plain bun; and a Franburgao gets a chicken breast, tomato, and curry sauce on a sesame seed bun. If you're working the French fryer, you need to check the temperature of the oil, make sure it's 345 degrees Fahrenheit, put one package of fries into the bin, push it down slowly into the oil until you hear the click, wait for the machine to bring it back up, shake the bin three times and pour the fries into the steel container.

Employees seem generally content with their jobs. In spite of having to wear a silly red tie, a blue and red baseball cap and an apron that says Bob's, these people are glad to have a job in a country where as many as one in five is unemployed. Standard employees at Bob's earn 500 reais (less than \$ 300 U.S. a month). The manager's salary is around 1300 reais a month.

### Questions:

1. Describe an entry-level job at Bob's in JCM terms.
2. What type of person do you think would fit well into jobs at Bob's?
3. Could jobs at Bob's be enriched or reengineered to make employees more productive?
4. How might technology change fast-food jobs over the next 10 years? Could flextime work at Bob's? Explain.