

MBA DEGREE EXAMINATIONS: MAY/ JUNE 2013

First Semester

MASTER OF BUSINESS ADMINISTRATION

MBA557: Management Concepts And Organization Behavior

Time: Three Hours

Maximum Marks: 100

Case Study:-

PART A (1 x 20 = 20 Marks)

1. A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile companies for north-American automobile producers. Although the equipment had been well maintained and worked well, it required to be handled by a large number of labourers. The result was the high labour costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labour costs were considerably lower.

Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labour hours per product remained about the same the lower Brazilian labour rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began.

The equipment began to experience a growing "downtime" because of machine failures and quality-particularly on part dimensions- declined dramatically.

At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the on-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the problems began after the second shift was hired.

Questions:

1. From the discussion of job analysis information and job design, what actions would you recommend to HR department?
2. Given the problems associated with the second shift, what differences would you look for between first shift and second shift workers?
3. Since the Canadian workers had considerable experience with the equipment but the workers particularly in second shift in Brazil had very little experience, what implications do you see for the job design?

Answer all the Questions:-

PART B (10 x 2 = 20 Marks)

2. Differentiate MBO and MBE
3. What is meant by Scalar Chain?
4. Define Planning
5. What is decentralization?
6. State the importance of OB.
7. Mention the contributing disciplines in the field of OB
8. What are the types of motivation?
9. What are the qualities of good leader
10. Mention the causes of organizational culture
11. Why people resist changing in an organization?

PART C (4 x 15 = 60 Marks)

12. a) Give a brief account of the Evolution of Management thought from the early times to modern

(OR)

- b) Elucidate the types of organization with suitable examples.

13. a) Distinguish between delegation and decentralization of authority .What are the obstacles to delegation of authority.

(OR)

b) Bring out the importance of control as a concern of management. Write a brief note on various types of controls exercised at different levels of management.

14. a) Discuss the various OB models and its challenges in the present scenario.

(OR)

b) What are the characteristics' of motivation? Explain McGregor's theory of X and Y

15. a) Explain the elements ,levels and the bases of organizational culture

(OR)

b) Elucidate the different approaches available to managing organizational change.
