MBA (FT)

Paper F-6101 – ORGANIZATIONAL BEHAVIOUR
(2013 -2015 Batch)

Maximum Marks: 50

Time: 3 Hours

Instruction: There are two parts of this question paper. Part 1 contains a case to analyze and is compulsory. From Part 2 you can answer any four (4) questions.

Part - 1

THE RESTAURANT   10 Marks

Jones begins with a small restaurant where he dispenses short orders over the counter (Stage 1). He has two employees working for him, but there is no division of labor, and all three works together as cooks, countermen, and dishwashers. The business expands, and Jones finds it necessary to move to larger quarters and hire new employees. Here we see the beginning of the division of labor (Stage 2). He now has a staff of cooks, dishwashers, and waitresses to serve the customers over the counter or in their booths. But the staff is still small, and there is only one supervisor, Jones himself. He keeps track of everything and frequently pitches in to work when he is needed at one of the stations.

In these early stages, the restaurant is characterized by the informality of its human relations. Jones is close to all his employees. They are few enough for him to know them well, and the fact that they work together so closely forms a good basis for friendship. There are few formal controls in evidence. The workers know what the boss expects of them, and they know what to expect of the boss. The organization rolls along in a comfortable, informal manner.

There is just one problem in Stage 2 that Jones did not have to face in Stage 1 Now, if the organization is to function smoothly, the work of waitresses, cooks, and dishwashers must be coordinated. Sometimes Jones observes that there is friction among these various workers, but he is nearly always on the spot when trouble arises so that he can step in to smooth things over. The problem, therefore, is relatively simple at this point.

The first two stages are also characterized by the close relationship between Jones and his regular customers. The regular customers are his friends. They come in to eat but they also come in to talk with him.

Now the business continues to expand, and Jones again takes over larger quarters No longer is he able to supervise all the work. He hires a service supervisor, a food- production supervisor, and places one of his employees in charge of the dish room as a working supervisor. He also employs a checker to total checks for his waitresses and to see that the food is served in correct portions and style (Stage 3).

In time, he finds that he can take care of a larger number of customers if he takes one more step in the division of labor. Up to now the cooks have been serving the food to the waitresses. When these functions are divided both cooking and serving can proceed more efficiently. Therefore, he sets up a service pantry apart from the kitchen.

The cooks can now concentrate on cooking, the runners carry food from kitchen to pantry and orders from pantry to kitchen, and the pantry girls serve the waitresses over the counter. This adds one more group of workers to be supervised, and to cope with the larger scale of the operation, he adds another level of supervision, so that there are two supervisors between him and the workers (Stage 4).

Stage 3 and 4 introduce some very significant changes in the position and activity of Tom Jones. He is no longer able to keep up such close relations with his customers. There are too many of them, and they come and go too fast.

He comes to realize that he can no longer count on personal relations with customers to build up his business. He cannot sell the good will of the restaurant directly. He must sell it through his supervisors and workers. They represent him to the customers and he must teach them to maintain the distinctive atmosphere and style which the customers find attractive. With the personal touch of the owner carrying less direct weight, he must give special attention to improving standards of food and service, so that customers who have never seen him will eat in his restaurant because "it's the best place in town".

This expansion also gives rise to new problems in the relationship between the manager and his subordinates. As the number of employees grows, Jones finds that he no longer has time to get to know them well ..... He wonders how he can select supervisors who are capable of doing a good personnel job. He knows how to evaluate their knowledge of food production or service, but skill in human relations seems so much more difficult to measure.

When Jones was beginning, he could state his personnel problem in very simple form. How can I get the cooperation of the workers? As the organization grew, he found he had to leave that problem more and more in the hands of his supervisors. His problem was: How can I get the cooperation of my supervisors?

As the restaurant organization expanded, Jones discovered that it also moved toward standardization. When he himself worked behind the counter, he did not need to worry about elaborate financial controls. He knew his workers and he trusted them. He knew, from day to day experience, just about how much business he was doing, so that if the cash register was ever short, he could check up on it right away.

With a large organization, such informal controls necessarily break down. Jones had to build up a system of cost control, and the old employees had to learn new ways .... Increasing size required standardization of procedure, and that involved important changes in work routines and human relations. Unless these changes were made skillfully, the morale of the organization would deteriorate. Within limits, standardization was clearly necessary for business reasons, and so he faced another problem: How can I gain the benefits of standardization without losing employee morale and cooperation?

Answer the following questions:

1. What is the problem being faced/likely to be faced by Mr. Jones's Restaurant with its current structure?

2. What should be the new structure of this organization? Amplify the different positions' roles and responsibilities.

Part –2

Answer any four (4) questions. All questions carry equal marks.   **40 Marks**

1. What are the major influences on attitude-behavior correspondence? Why do some individuals seem to exhibit behavior that is inconsistent with their attitudes?

2. What is attribution theory? What are its implications for explaining organizational behavior?

3. Compare and contrast Maslow's hierarchy of needs theory with (a) Alderfer's ERG Theory and (b) Herzberg's two factor theory.

4. Explain under what circumstances you would want to use participation to arrive at a decision. When would you rather take the decision individually? What difficulties might you anticipate while using a rational/economic model of decision making?

5. What is Managerial Grid? Contrast its approach to leadership with the approaches of the Ohio State and Michigan groups.

6. Write short notes on any two:

    (a) Big Five Dimensions of Personality

    (b) Porter-Lawler Model of Motivation

    (c) Organizational Commitment

    (d) Job Satisfaction Measurement