



## MEASI INSTITUTE OF MANAGEMENT CHENNAI-14

Approved by All India Council of Technical Education and  
Affiliated to the University of Madras, ISO 9001:2015 Certified Institute

# ORGANIZATIONAL BEHAVIOUR

## CASE STUDIES

Case Study Number	1
Level of Teaching	L2
Program Outcomes Covered	PO2, PO3, PO4, PO5, PO6. PO8
Course Outcome Covered	C103.2

Krishnamurthy, plant manager of frame manufacturing company, is the chairperson of the ad hoc committee for space utilisation. the committee is made up of various departmental heads of the company.the general manager of the company has given murthy the responsibility for seeing whether the various office ,operations and warehouse facilities of the company are being optimally utilised. the company is beset by rising costs and the need for more space.however, before okaying an expensive addition to the plant,the general manager wants to be sure that the currently available space is being utilised properly. Murthy opened up the first committee meeting by reiterating the charge of the committee. then murthy asked the members if they had any initial observations to make.the first to speak was the office manager. He stated “well I know we are using every possible inch of room that we have available to us.but when i walk out into the plant i see a lot of open spaces. We have people piled on top of one another, but out in the plant there seems to be plenty of room.” the production manager quickly replied, “we do not have a lot of space. You office people have the luxury facilities, my supervisors don’t even have room for a desk and a file cabinet.

I have repeatedly told the plant manager we need more space. after all, our operation determines whether this plant succeeds or fails, not like you people in the front office pushing paper around.’ murthy interrupted at this point and said, “obviously we have different interpretations of the space utilisation around here.before further discussion i think it would be best if we have some objective facts to work with. I am going to ask the industrial engineer to provide us with some statistics on plant and office layouts before our next meeting. Today’s meeting is adjourned.

What perceptual principles are evident in this case ? what concept was brought out when the production manager labelled the office personnel a bunch of “paper pushers” ? Do you think that Murthy’s approach to getting “objective facts” from statistics on plant and office layout will affect the perceptions of the office and production Managers ? if you were in Murthy’s position, how would you have handled the situation ?



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Case Study Number	2
Level of Teaching	L2
Program Outcomes Covered	PO2, PO3, PO4, PO5, PO6. PO8
Course Outcome Covered	C103.2

General Electric established its worked process in the early 1990s. it continues to be a mainstay in GE's efforts to has also been adopted by such divers organizations as General Motors, Home Depot, Frito-Lay, L.L. Bean, Sears, IBM, and the World Bank. The impetus for the Work- Out was the belief by GE's CEO that the company's culture was too bureaucratic and slow to respond to change. He wanted to create a vehicle that would effectively engage and empower GE workers. Essentially, Work-Out brings together employees and managers from many different functions and levels within an organization for an informal 3-day meeting to discuss and solve problems that have been identified by employees or senior management. Set into small teams, people are encouraged to challenge prevailing assumptions about "the way we have always done things" and develop recommendations for significant improvements in organizational processes. The Work-Out teams then present their recommendations to a senior manager in a public gathering called a Town Meeting.

At the town Meeting, the manager in charge oversees a discussion about the recommendation and then is required to make a yes-or-no decision on the spot. Only in unusual circumstances can a recommendation be tabled for further study. Recommendations that are accepted are assigned to managers who have volunteered to carry them out. Typically, a recommendation will move from inception in 90 days or less. The logic behind the Work-Out is to identify problems, stimulate divers input, and provide a mechanism for speedy decision and action. More recently GE CEO Jeffrey Immelt has extended the Work-Out concept to build capabilities in anticipating future technologies and engage in long range planning. GE wants all its managers to be adept at the kind of strategic thinking that most companies entrust only to senior management. For example, GE is offering managers new classes focused on learning how to create new lines of business.

1. What type of change process would you call this? Explain.
2. Why should it work?
3. What negative consequences do you think might result from this process?
4. Why so you think new GE CEO Jeff Immelt has revised the Work-Out concept?