

Jagan Institute of Management Studies
End-Term Examination, September-October, 2017
Trimester I – PGDM (RM) 2017-19

Fundamentals of Management

ET_RM_FOM_2609

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1** Attempt any **FOUR** parts from this Question:
- a) Why is decision making often described as the essence of a manager's job?
 - b) "Organizations that fail to plan are planning to fail." Do you agree or disagree with this statement? Explain your position.
 - c) Why do you think jobs need to be "designed"? How can job design contribute to employee motivation?
 - d) Is saying that the leader's "job" is to focus on the task and focus on the people too simplistic? Explain.
 - e) Why do you think feedback control is the most popular type of control? Justify your answer. **16**
- Q 2** Describe six key elements in Organizational Design. Explain any three contemporary organizational structures found in business organizations. Also explain the situations under which each structure would be most effective. **12**
- Q 3** Differentiate between any **THREE** of the following:
- a) Mechanistic and Organic Structure
 - b) Internal and External Sources of Recruitment
 - c) PERT and CPM
 - d) Narrow and Wide Span of Control.
 - e) Charismatic and Visionary Leadership **12**
- Q 4**
- a) Explain the concept of a Learning Organisation. "The characteristics of a Learning Organisation revolve around organisational design, information sharing, leadership and culture". Do you agree with this statement? Explain your position.
 - b) Explain what role would money play in (i) the hierarchy of needs theory, (ii) two-factor theory, (iii) equity theory, (iv) expectancy theory, and (v) motivating employees with a high nAch? **12**
- Q 5** Attempt any **THREE** parts from this question:

- a) Why do you think organizations have increased the use of groups for making decisions and when would you recommend using groups to make decisions?
- b) “Ineffective communication is the fault of the sender”. Do you agree with this statement? Support your position.
- c) “The primary means of sustaining a competitive advantage is to adjust faster to the environment than your competitors do”. Do you agree or disagree with this statement. Explain your position.
- d) How are planning and control linked? Is the control function linked to the organizing and leading functions of management? Explain. 12

- Q 6**
- a) Explain the concept of Managerial Grid. Contrast this approach to Leadership with that developed by the Ohio State and Michigan Studies.
 - b) State the similarities and differences that you can identify among Fiedler’s model, path-goal theory and Hersey and Blanchard’s Situational theory. Which out of these three best explains leadership phenomenon? Justify your position. 12

Q 7 [Read the case and answer the questions given at the end](#)

Best Practices at Best Buy

Do Traditional Workplaces reward long hours instead of efficient hours? Would it make more sense to have a workplace in which employees could work however and whenever they wanted to as long as they did their work? Well that’s the approach best tried and this radial work Place experiment which obviously had many implications buys for employee motivation was an interesting and enlightening journey for the company.

In 2002, then CEO Brad Anderson introduced a carefully crafted program called ROWE- Results only Work Environment. ROWE was the inspiration of two HRM Manager at Best buy Cali Ressler and Jody Thompson. These two had been asked to take a flexible work program in effect at corporate headquarters in Minnesota and develop it for implementation throughout the company. Although that flexible work program had had some stunning successes including high levels of employee engagement and productivity there was one significant issue. Those involved in the program were perceived to be “not working”. And that was a common reaction from managers who did not really view flexible work employees as actually doing work because they didn’t show up at work during the ‘traditional’ hours. The two women set about to change that impression by creating a program in which employees would be evaluated on what they accomplished- ‘results only’ - not on the amount of hours they spent working.

The first thing to understand about ROWE was that it wasn’t about schedules Instead it was about changing the work culture of on organization, which is infinitely more difficult than changing schedules with Anderson s blessing and support they embarked on this journey to

overhaul the company's corporate workplace

The first step in implementing ROWE was a culture audit at company headquarters which helped them establish a baseline for how employees perceived their work environment. After four months the audit was repeated. During this time Best Buy executives were being educated about ROWE and what it was all about. Obviously it was important to have their commitment to the program. The second phase involved explaining the ROWE philosophy to all the corporate employees and training managers on how to maintain control in a ROWE workplace. In the third phase work unit teams were free to figure out how to implement the changes. Each team found a different way to keep the flexibility from spiraling into chaos. For instance, the public relations team got pagers to make sure someone was always available in an emergency. Some employees in the finance department used software that turns voice mail into e-mail files accessible from anywhere, making it easier for them to work at home. Four months after ROWE was implemented, Ressler and Thompson followed up with another culture check to see how everyone was doing.

So what results did Best Buy see with this experiment? Productivity jumped 41 percent and voluntary turnover fell to eight percent from 12 percent. They also discovered that when employees' engagement with their jobs increased, average annual sales increased two percent. And employees said that the freedom changed their lives. ROWE reduced work family conflict and increased employees' control over their schedules. ROWE employees don't count how many hours they are at work but instead focus on getting their work done, however many or few hours that takes. For them, work became "something you do - not a place you go".

Questions:

- a) Describe the elements of ROWE. What do you think might be the advantages and drawbacks of this program? 4
- b) Using one or more motivation theories explain why you think ROWE works? 4
- c) What might be the challenges for managers in motivating employees in a program like this? 4
- d) Does this sound like something you would be comfortable with? Why or why not? 3
- e) What is your interpretation of the work is not a place you go - it is something you do? Do you agree? Why or why not? 3
