

MGMT728 Final term paper for MSBA students(2013)

Thanks to Madeeha Gulraiz

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Question: For an Automotive assemble line you have selected engineering approach to design work place. Engineering approach has two work design approaches, which one you select and why? 5 Marks

The engineering approach produces two kinds of work design: traditional jobs and traditional work groups. When the work can be completed by one person, such as with bank tellers and telephone operators, traditional jobs are created. These jobs tend to be simplified, with routine and repetitive tasks having clear specifications concerning time and motion. When the work requires coordination among people, such as on automobile assembly lines, traditional work groups are developed. They are composed of members performing relatively routine yet related tasks. The overall group task is typically broken into simpler, discrete parts (often called jobs). The tasks and work methods are specified for each part, and the parts are assigned to group members. Each member performs a routine and repetitive part of the group task.

Question: How managers facilitates career establishment by providing feedback performance? 5 Marks

One of the most effective interventions during the establishment and advancement phases includes feedback about job performance and coaching to improve performance. Employees need continual feedback about goal achievement as well as necessary support and coaching to improve their performances. Feedback and coaching are particularly relevant when employees are establishing careers. They have concerns about how to perform the work, whether they are performing up to expectations, and

whether they are gaining the necessary skills for advancement. A manager can facilitate career establishment by providing feedback on performance, coaching, and on-the-job training.

Question: How companies cope with stress with help of stress inoculation raining? 5 Marks

Companies have developed programs to help employees acquire the skills and knowledge to cope more positively with stressors. Participants are first taught to understand stress warning signals, such as difficulty in making decisions, disruption in sleeping and eating habits, and greater frequencies of headaches and backaches. Then they are encouraged to admit that they are overstressed (or under stressed) and to develop a concrete plan for coping with the situation. One strategy is to develop and use a coping self-statement procedure. Participants verbalize a series of questions or statements each time they experience negative stress. The following sample questions or statements are addressed to the four stages of the stress-coping cycle:

- Preparation (What am I going to do about these stressors?)
- Confrontation (I must relax and stay in control.)
- Coping (I must focus on the present set of stressors.)
- Self-reinforcement (I handled it well.)

Stress inoculation training is aimed at helping employees cope with stress rather than at changing the stressors themselves. Its major value is sensitizing people to the presence of stress and preparing them to take personal action. Self-appraisal and self-regulation of stress can free people from total reliance on others for stress management. Given the multitude of organizational conditions that can cause stress, such self-control is a valuable adjunct to interventions aimed at changing the conditions themselves.

Question: Differentiate Functional and self-contained Structure of organizations. 5 Marks

The Functional Organization

The organization usually is subdivided into functional units, such as engineering, research, operation, human resources, finance, and marketing. This structure is based on early management theories regarding specialization line and staff relations, span of control, authority, and responsibility. The major functional subunits are staffed by specialists in such disciplines as engineering and accounting. It is considered easier to manage specialists if they are grouped together under the same head and if the head of the department has training and experience in that particular discipline.

The Self-Contained-Unit Organization:

The self-contained-unit structure represents fundamentally different way of organizing. Also known as a product or divisional structure, It groups organizational activities on the basis of products, services, customers, or geography. All or most of the resources necessary to accomplish a specific objective are set up as a self-contained unit headed

by a product or division manager. For example, General Electric has plants that specialize in making jet engines and others that produce household appliances. Each plant manager reports to a particular division or product vice president, rather than to a manufacturing vice president. In effect, a large organization may set up smaller (sometimes temporary) special purpose organizations, each geared to a specific product, service, customer, or region.

Question: How Administrative responses are effective for organization? 5 Marks

The most common organizational responses to the environment are administrative, including the formation or clarification of the organization's mission; the development of objectives, policies, and budgets; or the creation of scanning units. These responses can be either proactive or reactive and are aimed at defining the organization's purpose and key tasks in relationship to particular environments. As discussed earlier, an organization's mission describes its long-term purpose, including the products or services to be offered and the markets to be served. An effective mission clearly differentiates the organization from others in its competitive environment.

Question: Individual intervention can be helpful for people only if followed by fruitful feedback to client (organization) by process consultation. Write guidelines for effective feedback. 5 Marks

These interventions are designed to help people be more effective or to increase the information they have about their "blind spot" in the Johari Window. Before process consultants can give individual feedback, they first must observe relevant events, ask questions to understand the issues fully, and make certain that the feedback is given to the client in a usable manner. The following are guidelines for effective feedback.

- The giver and receiver must have consensus on the receiver's goals.
- The giver should emphasize description and appreciation.
- The giver should be concrete and specific.
- Both giver and receiver must have constructive motives.
- The giver should not withhold negative feedback if it is relevant.
- The giver should own his or her observations, feelings, and judgments.
- Feedback should be timed to when the giver and receiver are ready.

Question: How socio-technical system is contrast with motivational approach and engineering approach?

3 Marks

(see detail and write in short)

The Engineering Approach:

The oldest and most prevalent approach to designing work is based on engineering concepts and methods.

It proposes that the most efficient work designs can be determined by clearly specifying the tasks to be performed, the work methods to be used, and the work flow among individuals.

The motivational approach to work design views the effectiveness of organizational activities primarily as a function of member needs and satisfaction, and seeks to improve employee performance and satisfaction by enriching jobs.

The socio-technical systems (STS) approach currently is the most extensive body of scientific and applied work underlying employee involvement and innovative work designs. Its techniques and design principles derive from extensive action research in both public and private organizations across diverse national cultures.

The engineering approach focuses on efficiency and simplification, and results in traditional job and work group designs. Second approach to work design rests on motivational theories and attempts to enrich the work experience. The third and most recent approach to work design derives from socio-technical systems methods, and seeks to optimize both the social and the technical aspects of work systems.

Question: If number of cars leave assembly line is reliable measure of plant productivity but not valid measure, why? 3 Marks

The number of cars leaving an assembly line might be a reliable measure of plant productivity but it may not be a valid measure. The number of cars is only one aspect of productivity; they may have been produced at an unacceptably high cost. Because the number of cars does not account for cost, it is not a completely valid measure of plant productivity. OD practitioners can increase the validity of their measures in

Question: Tasks perform by manager in team building process. 3 Marks

Managing a team involves more than supervising people. In today's world, managers must bring a divergent group of people together to work on a common project. Since no one person can possess all the knowledge necessary to analyze and solve today's complex problems, teams are used to bring together the required expertise. The nature of work groups makes team development interventions probably the single most important and widely used OD activity.

Ultimately, the manager is responsible for group functioning, although this responsibility obviously must be shared by the group itself. Therefore, it is management's task to develop a work group that can stop regularly to analyze and diagnose its own effectiveness and work process. With the group's involvement, the manager must diagnose the group's effectiveness and take appropriate actions if the work unit shows signs of operating difficulty or stress.

Question: Difference of revolutionary change efforts from other changes. 3 Marks

The distinguishing features of the revolutionary change efforts are:

- Change is triggered by Environmental and Internal Disruptions
- Change is Systemic and Revolutionary
- Change Demands a New Organizing Paradigm
- Change is driven by Senior Executives and Line Management.

- Continuous Learning and Change.

Question: What are the external agents affecting in an organization environment?

External agents that directly affect the organization, such as suppliers, customers, regulators, and competitors, as well as indirect influences in the wider cultural, political, and economic context.

(Customer preference change, organization will change.)