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My today's paper of MGMT 728 Dated July 21, 2013

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Question 1: Name the following and discuss in johri window perspective. 3 marks

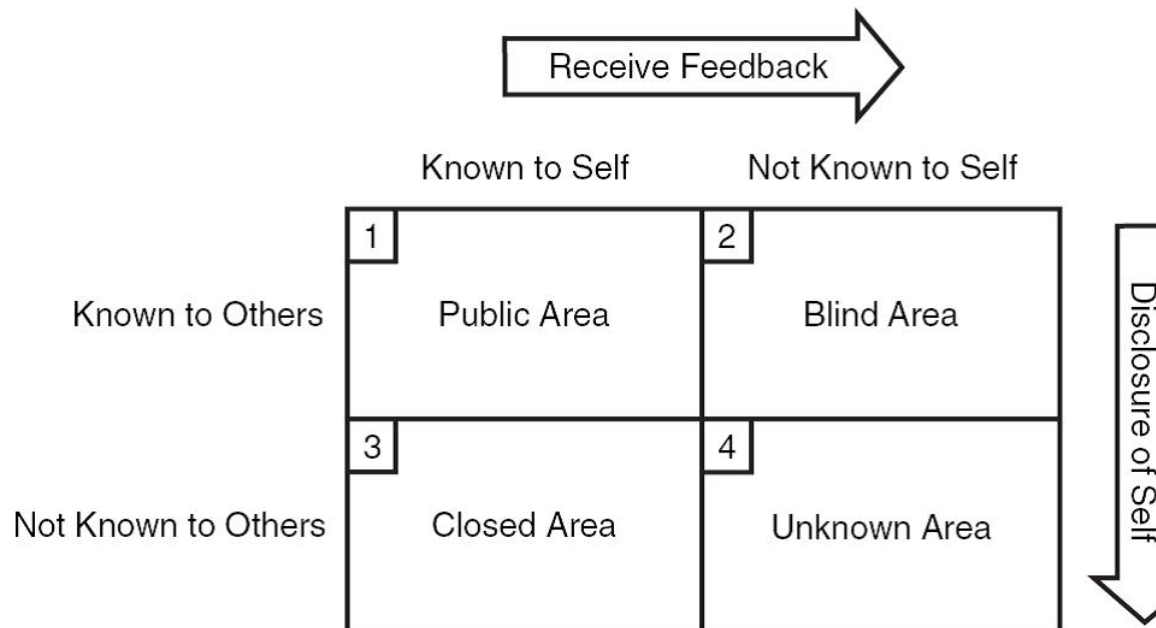
Known to others, known to self

Not known to others, known to self

Known to others, not known to self

Not known to others, not known to self

Solution:



Disclosure and Feedback of Johari Window:

As indicated in Figure, movement along the vertical and horizontal dimensions enables individuals to change their interpersonal styles by increasing the amount of communication in the public or shared area.

To enlarge the public area, a person may move vertically by reducing the closed area. As a

person behaves less defensively and becomes more open, trusting and risk taking, others will tend to react with increased openness and trust. This process termed, **disclosure**, involves the open disclosure of one's feelings, thoughts and candid feedback to others. The openness of communication leads more to open and congruent relationships. The behavioral process used to enlarge the public area horizontally termed, **feedback**, allows us to reduce the blind area. The only way to become aware of our blind spots is for others to give information or feedback about our behavior. The blind area can only be reduced with the help and cooperation of others, and this requires a willingness to invite and accept such feedback. Almost every organization finds that poor communication is the most important problem preventing organizational effectiveness.

Question 2: 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 3: What are the external agents affecting in an organization environment? 3 marks

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.

Question4: 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 5: What is 360-degree feedback, how this approach use in performance appraisal? 3 marks

The new methods tend to expand the appraiser role beyond managers to include multiple raters, such as the appraiser, co-workers, and others having direct exposure to the employee's performance. Also known as 360-degree feedback, this broader approach is used more for member development than for compensation purposes. This wider involvement provides a number of different views of the appraiser's performance. It can lead to a more comprehensive assessment of the employee's performance and can increase the likelihood that both organizational and personal needs will be taken into account. The key task is to form an overarching view of the employee's performance that incorporates all of the different appraisals. Thus, the process of working out differences and arriving at an overall assessment is an important aspect of the appraisal process. This improves the appraisal's acceptance, the accuracy of the information, and its focus on activities that are critical to the business strategy

Question6: Difference of parallel structure from high involvement organizations. (5 marks)

High-Involvement Organizations:

Over the past several years, an increasing number of employee involvement projects have been aimed at creating high-involvement organizations (HIOs). These interventions create organizational conditions that support high levels of employee participation. What makes HIOs unique is the comprehensive nature of their design process. Unlike parallel structures that do not alter the formal organization, in HIOs almost all organization features are designed jointly by management and workers to promote high levels of involvement and performance including structure, work design, information and control systems, physical layout, personnel policies, and reward systems.

Parallel Structures:

Parallel structures involve members in resolving ill-defined, complex problems and build adaptability into bureaucratic organizations. Also known as "collateral structures," "dualistic structures," or "shadow structures," parallel structures operate in conjunction with the formal organization

Question 7: How health profiling is used to identifying stress symptoms? 5 marks

Health Profiling

This method is aimed at identifying stress symptoms so that corrective action can be taken. It starts with a questionnaire asking people for their medical history; personal habits; current health; and vital signs, such as blood pressure, cholesterol level, and triglyceride levels. It also may include a physical examination if some of the information is not readily available. Information from the questionnaire and physical examination is then analyzed, usually by a computer that calculates the individual's health profile. This profile compares the individual's characteristics with those of an average person of the same gender, age, and race. The profile identifies the person's future health prospect, typically by placing her or him in a health-risk category with a known probability of fatal disease, such as cardiovascular risk. The health profile also indicates how the health risks can be reduced by making personal and environmental changes such as dieting, exercising, or traveling.

Question8: 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.

Question9: Forming a "Steering Committee" is a key activity in parallel structure, a technique to increase employee involvement in an organization. What diverse task those committees perform? (5)

"Steering Committee" is an advisory committee usually made up of high level stakeholders and/or experts who provide guidance on key issues such as company policy and objectives, budgetary control, marketing strategy, resource allocation, and decisions involving large expenditures.

This committee performs the following tasks:

- Refining the scope and purpose of the parallel structure
- Developing a vision for the effort
- Guiding the creation and implementation of the structure
- Establishing the linkage mechanisms between the parallel structure and the formal organization
- Creating problem-solving groups and activities
- Ensuring the support of senior management

Question 10: Organizations can cope with problems of environmental dependence and uncertainty through increased coordination with other organizations. Which kind of response is this ? And what actions are taken by the organizations in this response? 5 marks

Solution:

Collective Responses

Organizations can cope with problems of environmental dependence and uncertainty through increased coordination with other organizations. Collective responses help control interdependencies among organizations and include such methods as bargaining; contracting; coopting; and creating joint ventures, federations, strategic alliances, and consortia. Contemporary organizations increasingly are turning to joint ventures and

partnerships with other organizations to manage environmental uncertainty and perform tasks that are too costly and complicated for single organizations to perform. These multiorganization arrangements are being used as a means of sharing resources for large-scale research and development, for spreading the risks of innovation, for applying diverse expertise to complex problems and tasks, and for overcoming barriers to entry into foreign markets. For example, pharmaceutical firms are forming strategic alliances to distribute noncompeting medications and avoid the high costs of establishing sales organizations; firms from different countries are forming joint ventures to overcome restrictive trade barriers; and high-technology firms are forming research consortia to undertake significant and costly research and development for their industries.

Question 11: Dyer has provided a checklist for assessing the need for a consultant into three category. What is that check list? 5 marks

Solution:

1. Does the manager feel comfortable in trying out something new and different with the staff?
Yes No ?
2. Is the staff used to spending time in an outside location working on issues of concern to the work unit?
Yes NO ?
3. Will group members speak up and give honest data? Yes No ?
4. Does your group generally work together without a lot of conflict or apathy? Yes No ?
5. Are you reasonable sure that the boss is not a major source of difficulty? Yes No ?
6. Is there a high commitment by the boss and unit members to achieving more effective team functioning?
Yes No ?
7. Is the personal style of the boss and his or her management philosophy consistent with a team approach?
Yes No ?
8. Do you feel you know enough about team building to begin a program without help?
Yes No ?
9. Would your staff feel confident enough to begin a team-building program without outside help?
Yes No ?