

DEPARTMENT OF HUMANITIES & SOCIAL SCIENCES

Major Test (II Semester, 2006-2007)

HUL 284-PARTICIPATIVE MANAGEMENT

Date: 3rd May 2007
Time: 1:00- 3:00 pm

Total Marks-40

NOTE: Attempt one question from Section-A, two questions from Section-B and five questions from Section-C respectively.

SECTION-A

(10x1=10)

1 a) Present any four researches/case studies from India on Participative Management.

OR

1 b) Analyze the following case study with reference to questions given below:

Today many organizations around the world as well as in India are becoming information based, involved in reengineering jobs, flattening the structure and empowering their people to make on the spot decisions. To facilitate these changes, most of the firms have set up in-house training programs or have had special programs designed for them by the nations leading B-schools. But many managers and operating level employees who have been with the company for a decade or more have seen these fads come and go. Management gets excited and implements the latest techniques and after a few years, abandons them and moves onto something else.

Despite the justifiable cynicism, the top management of some Indian global firms believes that some of the latest techniques like TQM, empowerment, and organizational learning may change but the general thrust of these developments and what they stand for are here to stay. That's why some of the companies spend 23% of their budget annually on training and development, which is approximately 4% of its yearly payroll. Moreover, companies estimate that every penny that they spend on training results in 30% gain in productivity over the next three years. The companies have cut the cost by 10 crore rupees by teaching people to simplify the processes they use and to reduce the waste. As a result, in the last five years sales per employee increased by more than 100% and profits went up by 48%. One reason for this success story in difficult times is the application of the Participative management strategies. Not only do companies teach employees what PM and empowerment is all about but allow them to learn on the job how to use them effectively.

Despite success stories in organizations, there is still a widespread fear and doubt that TQM, reengineering, empowerment, flat structure, and all the popular concepts will be out of vogue by the turn of the century. Most of the firms are pushing ahead on these ideas and using them to run the firm. They are doing so because there are some underlying themes and the basic truth that appear important regardless of whether this is just a gimmick or a fad. Two factors that are singled out are employee's participation and empowerment and then tying of rewards to performance. There appears to be little doubt that the traditional ways of running the organizations must be supplemented by new approaches. The question is which are the new methods that are going to be more effective? While the organizations are waiting around to see if there will be one best answer to this question, many firms are using what is currently available. Participation, empowerment and quality related concepts and techniques that can be directly applied will be popular and will remain so as long as they continue to make things happen and have a positive impact on performance. When they prove to be ineffective, they will be replaced by yet another concept and technique that will change the paradigm.

- (i). How does participation and empowerment help organizations improve performance?
- (ii). In what way does empowerment represent a change from the past?
- (iii). Do you think that commitment to participation will increase or decrease in the years ahead?
- (iv). what types of concepts and techniques would you expect to be given more attention?

SECTION-B

Attempt any **two** questions. All questions carry **5 marks**.

- 2 Discuss the factors related to Participative Management. (2x5=10)
- 3 Discuss the pre-requisites for Participative Management.
- 4 How the changing nature of workforce makes a difference for participative management?

SECTION-C

5 Attempt any **five** of the following. (5x4=20)

- (a). Work collectives.
- (b). Management of change.
- (c). Scanlon Plan.
- (d) Behavioral Science Techniques for implementation of Participative management.
- (e) Participative Management and Social Development.
- (f) Personality Traits of managers in Participative Management.
- (g).Role of "Organizational Culture" in implementation of Participative Management.