



Caselets for Management

Identify the direction of communication flow in each case-let given below

- (a) Aircraft manufacturer McDonnell Douglas has started a news dissemination program where staff writers as per the instruction of the President of the Company prepare daily, monthly and quarterly newsletters. These include a wide range of operating topics like costs, scrap numbers, progress reports on projects, stock prices and problem encountered in current projects. This is then transmitted on behalf of the President electronically to everybody associated with the program like employees, suppliers and the middle level managers so that everybody is kept informed promptly.
- (b) Haworth Company in Holland has an employee meeting system called 'sensing sessions'. These sessions provide an opportunity for the employees to inform management what is on their minds. The management used these open sessions to discover what is going well and what is not and to seek suggestions found to be very useful in obtaining ideas.
- (c) MVM School has set up an interdepartmental committee to develop special methods of teaching for children with learning disabilities. This committee is composed of Department Heads from various subject departments like English, Social Sciences, Mathematics and Science. This committee meets once in two weeks to discuss and solve common problems, ensure coordination between their activities and come up with creative teaching methodologies.

Read the passage given below and answer the questions that follow;

Glenn Tilton, CEO of united Airlines wanted to save the company from going towards bankruptcy as it was making continuing losses. He traveled around the country and talked to his employees to get their suggestions on what was required to help the company recover from bankruptcy. One of his goals in these talks was to get employees to think about solving problems rather than blaming others for what wrong with the company. They could ask any questions or give suggestions as long as they did not blame their colleagues,



supervisors, unions or management for the airlines' plight. Based on the suggestions and opinions he cut the workforce, convinced employee for wage concessions and instituted a bonus system that reward the employees for achieving the company's goals for on time departures. As a result the customer service ratings went up and they were able to recover from their losses. In order to appreciate the employee behavior regarding productivity and customer service the company came up with a new incentive system under which employees were paid a bonus of over \$26 million after the company exceeded its goals.

With reference to Kurt Lewin's three step change process, answer the following question:

- (a) Identify the driving force in the above case.
- (b) Identify the 3 steps in the change process. Justify your answer citing relevant details from the facts given in the case. Do not make your own assumptions.

Read the following passage and answer the questions at the end of the passage:

Mr. X has just taken over an auto plant that has been in turmoil for several years. There were allegations by the workers who thought that management was just a bunch of old-fashion slave drivers who did not care for anything but their productivity and profits. Hearing this Mr. X immediately, after a week of his joining called a meeting with the union leaders who were pressing hard to go for a strike if the attitude of management did not change. After a long drawn discussion which continued for several days Mr. X was able to convince the union leaders and worker's that all efforts would be made to not to treat the workers merely as production tools and that it will be his responsibility to look into this matte. He also promised after consulting the management and his colleagues that there would be open house sessions quarterly where the workers and employees will be given a chance to express themselves. But in turn negotiated with the union leaders that they will not drive the worker towards strike and any sort of work disruption. The workers also promise to maintain the level of production at high level.

What are the managerial styles of

- 1) Auto company management and



- 2) Mr. X according to the Managerial Grid Theory of leadership? Also depict the 2 managerial styles by drawing a well-labeled diagram of Managerial Grid.

Read the following passage and answer the questions at the end of the passage:

In an attempt to control costs and gain workforce flexibility, Marimac Pvt Ltd has begun using increasing numbers of temporary workers to fill jobs- especially those of a seasonal or special-report nature. Several workers now hold temporary jobs in Marimac, and many of these people are seeking full-time positions while organizing that their present jobs may last only a few weeks of months. A part from that, these temporary workers are referred to as the temp by the employers, which make them feel isolated insecure and ostracized.

Answer the following questions:

- a) Considering that there is an increase in the number of temporary workers working Maimac, how can you motivate these temporary workers. List any five measures.
- b) What could be the possible consequences of adopting such practices in an organization as:
“Temporary workers being referred to a “the temp” by the permanent employers”? Give answer in not more than 30 words.