

**BOTSWANA OPEN UNIVERSITY
IN COLLABORATION WITH
THE COMMONWEALTH OF LEARNING**

Commonwealth Executive Masters in Business Administration

Commonwealth Executive Masters in Public Administration

MANAGING IN ORGANISATIONS

SPECIAL EXAMINATION

Duration: 3 hours

Marks: 100

INSTRUCTIONS

1. The exam consists of TWO sections: A and B
 2. Begin each answer to a new question on a new page.
 3. Answer questions according to instructions given in each section.
 4. Write in grammatical English.
-

SECTION A: Case study.

[40 Marks]

Answer all questions in this section.

Read the following case study and answer the questions that follows:

Managers crucial to curbing turnover

Ernst and Young is putting its managers under the microscope with a confidential employee poll.

The professional services firm is hoping to cull candid information from its workers to help its managers become more effective and help curb turnover. "People leave managers. They don't leave organizations," says Keith Bowman, the company's director of human resources.

"For the last five years, people have had an incredible number of work opportunities. They are more likely to look for other jobs and leave. The role of the manager is absolutely fundamental to keeping people from leaving. "Starting next month, Ernst and Young employees will be asked about their managers: "How well does the individual foster a positive work environment and help our people grow?"

Staff can respond electronically to one of several preselected ratings, from not well to extremely well. All responses are anonymous. This approach comes at a time when the working world is under siege by an employee retention crisis -- one that observers say will only get more severe in the years to come as an impending labour shortage of almost one million workers is expected across all industries in Canada.

As a result, organizations are desperate to understand how to keep top talent from job-hopping. Their desperation is well-founded, given that one in three workers will resign from his job in the next two years, according to a new survey by the Hay Group. Ineffective managers are a major factor in the increasing rates of departure, says the research company, which interviewed over one million employees in 330 organizations around the world. "Poor managers have a huge impact on employee turnover. Management's inability to adapt to the times will continue to contribute dramatically to sustaining high levels of turnover," says Ron Grey, managing director of the Hay Group Canada.

"We have seen significant problems with senior managers who have not recognized the changing relationship with workers and continue to operate using historical methods," he says. As the workplace becomes more team-based and virtual, the role of managers must also change, Mr. Bowman says.

"If you have the right people, you do not need to manage them. More work is team-based. More work is done from home. Managers should look for results and output, not whether their people are in the office at 9 a.m."

The Hay Group survey found the main reason workers left was that they felt their skills weren't being used. The second-most cited reason was the inability of top managers to be effective leaders. For instance, only 30 to 40 per cent of workers surveyed said they felt their bosses were eager to help advance their careers.

Managers were also criticized for tolerating workers who underperform -- creating a key source of dissatisfaction among their peers, Mr. Grey says. Over



half of the employees surveyed said their employers routinely accept poor performers who shirk responsibility. Many top workers respond by leaving. To add insult to injury, Mr. Grey says, managers often don't understand why so many people are eager to leave and change jobs.

"Managers have a degree of blind loyalty that makes it difficult for them to understand the views of other employees." Mr. Grey says. Workplace consultants urge managers to become better communicators, to treat employees as individuals and help foster career development.

KMPG's chief human resources officer, Lorne Burns, says many of the firm's employees leave because they are "cherry-picked" by their clients, not because of bad management. The company has started recruiting former employees who may want to return. Still, Mr. Burns says, old-style management techniques that rely on close supervision, hierarchy and paternalistic methods are the most common reasons organizations are given for high turnover. "People feel trapped. They are unhappy with the working relationship they have with their managers and want to get out."

QUESTION 1

In your opinion, what makes employees at Ernst and Young perceive managers as ineffective? Elaborate and give incidences of some of the managerial behaviour that drives employees out of Ernst and Young. (10 marks)

QUESTION 2

Discuss any Five strategies that managers can utilise to ensure that employees will remain with the organisation? (20 marks)

QUESTION 3

Organisations have identified effective communication skills as a critical component of any manager's job. In light of the above determine any five basic principles of communication that can help managers at Ernst and Young.

(20 marks)

SECTION B: Essay-type questions. [50 marks]

Answer any Two questions from this section.

QUESTION 1

A number of critical changes and challenges present themselves to diverse organization today. In light of this statement, identify the change factors that present critical challenges faced by managers today. Explain their impact.

QUESTION 2

Heuristics are defined as the simplification of strategies, or using “rules of thumb’ to make decisions. In light of the above statement, elaborate on any Five types of heuristics. (25 marks)

QUESTION 3

Groups tend to go through stages of development over time. Discuss the five stage model of group development. (25 marks)

QUESTION 4

There are a number of direct approaches to mitigating conflict. Critically analyse five such styles. (25 marks)

END OF EXAMINATION!