

**VPM's
DR VN BRIMS, Thane
Programme: PGDM (2019-21)
PGDM Trimester I Examination September 2019**

Subject	Principles of Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	05/10/2019

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q.1. Case study: attached case, see below. ----- 20 marks

Q.2. Controlling is a fundamental function that ensures work accomplishment according to plans. Analyze this statement and outline the various steps involved in control process. --
----- 10 marks

Q.3. Critically examine Herzberg's two factor theory. Make a comparison between motivational theory of Herzberg and Maslow. ----- 10 Marks

Q.4. Decision making is the primary task of Management. Discuss this statement and explain the process of decision making. -----10 Marks

Q.5. What do you mean by leadership styles? Explain various styles of leadership. -----
10 marks

Q.6. Planning is an intellectual process, the conscious determination of courses of action on basis of facts and estimates. Discuss this statement and explain the steps involved in planning process. -----10 Marks

Q7) Write short note any two: (5x2) = 10 Marks

- a. Organisational/Management of Change
- b. Theory X and Y
- c. Management is both a Science and an Art
- d. Organisational Structure

Q.1. case study:

TRANSFORMATIONAL LEADERSHIP

In 1989, When Lee Hun-jo became Chief Executive of the Once-successful Korean electrical appliance and Electronics Company Goldstar, the company was headed for ruin. Global and domestic share was slipping, quality was declining and even rank-and-file employees realised that if thing did not change, bankruptcy was imminent. Less than 10years after Hun-Jo took over; Goldstar (renamed LG Electronics Co, in 1994) recovered its spot as the top producer of washing machines, refrigerators and colour TVs in Korea.

LG Electronics is also gaining ground globally in the areas of Liquid-crystal displays and semiconductors.

Hun-Jo realized from the start that nothing short of a major transformation was necessary to turn around LG Electronics' fortunes as he put it, "You have to transform human beings.. If you can't change your people, you can't change your organization, if you can't do that, you can't reach your goal."

Hun-Jo's vision for LG Electronics included its being a top performer domestically and globally. He also envisioned dramatic changes for the organization's structure and culture. Like many Korean companies, LG Electronics had a relatively rigid hierarchy with decision making centralized at the top and a culture that respected authority and tradition. Hun-Jo's vision included decentralization of decision making and a culture supportive of efficiency, effectiveness and innovation. In numerous face-to-face meetings, Hun-Jo enthusiastically communicated his vision throughout LG Electronics, made many changes to support it and even has taken symbolic steps to communicate that things are changing. Rather than wearing the conservative neckties favoured by Korean top managers, Hun-Jo wears radiantly colored ties and refuses to sit in the traditionally honored spots reserved for the Chief Executive in meeting with managers.

Hun-Jo intellectually stimulates his subordinates in multiple ways. He has opened new paths to communication between non-managerial employees and managers and has openly shared the company's problems with employees and made them feel responsible for helping to solve them. Decision making has been decentralised and all employees are encouraged to feel responsible for coming up with improvements, ideas for new products and ways to increase quality. LG Electronics traditionally took products developed by foreign competitors, such as the Japanese and tried to copy and customize them for the Korean marketplace. Part of Hun-Jo's vision is for LG Electronics to come up with its own innovative products. He made product development engineers feel responsible for doing this and sent them out to talk to LG Electronics' customers to see what they really wanted. As a result of this intellectual stimulation, LG Electronics now has an innovative and best-selling product on its hands- a refrigerator specially designed to keep kimchi (Korea's national dish of pickled and fermented cabbage and radishes) fresh tasting and smelling for much longer than is possible in a conventional refrigerator.

Hun-Jo also engages in developmental consideration. He has taken dramatic steps to improve management relations with the Union and not only has shared information with union leaders but also encouraged them to meet with him whenever they wanted to determine how to improve things at LG Electronics. He wants his employees to reach their full potential and is doing whatever he can think of to help them do that. Hun-Jo also reads extensively about the latest advances in management thought and practice in the United States and other countries to help himself be an effective manager and leader. All in all, Hun-Jo seems to be just the kind of leader LG Electronics needed to regain its position as a top-performing global organization- a transformational leader.

Questions:

1. Based on the above case, can you identify the qualities of Hun-Jo as a Transformational Leader?
2. What are the actions taken by Hun Jo to justify himself as a Transformational Leader?
3. Do you agree with Hun Jo that he was a Transformational Leader? Why?

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