00102

THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME
LEVEL – 06
FINAL EXAMINATION - 2011/12
NEW DIMENSIONS IN MANAGEMENT – MCU 4203
DURATION: THREE (03) HOURS

DATE: 10.03.2012 **TIME: 09.30 AM TO 12.30 PM**

Answer Any One (01) Question from Part A and Any Two (02) Questions from Part B.

Part A

O1) In their recent book *unmasking the Entrepreneur (2009)*, Jones and Spicer arguing for a critical theory of entrepreneurship says:

> What then would a critical theory of entrepreneurship look like? Such a theory would be primarily driven by an emancipatory intent. ... A critical study of entrepreneurship involves the effort to question the assumed stability of the category of the entrepreneur. This involves showing how the entrepreneur is not a necessary or universal character, but a historically and spatially specific figure who is implicated in relations of domination. In order to do so, a critical theory of the entrepreneur investigates the role of political struggles in the process of entrepreneurship and the place of entrepreneurship in broader social and political struggles.
>
> We are therefore proposing a fundamental change in the study of entrepreneurship.....By this we mean that a critical theory of entrepreneurship investigates the political and economic consequences of entrepreneurship. This involves examination of why some may get referred to as entrepreneurs and why others may not, what kind of power relations this creates, and how this power works (Jones and Spicer, 2009: 25-26).

Critically assess Jones and Spicer's argument for a critical theory of entrepreneurship showing how their view differs from *your understanding* of 'entrepreneurship' as thought in your module.

(40 Marks)

02) In the Economic and Philosophical Manuscript of 1844, Karl Marx describes estranged labour as:

"...labour that is external to the worker, i.e. it does not belong to his essential being; that in his work, therefore, he does not affirm himself but denies himself". A worker performing estranged labour, argues Marx, "does not feel content but unhappy, does not develop freely his physical and mental energy but mortifies his body and ruins his mind" (1959:72). Thus the worker only feels himself outside his work. In Marx's terminology "He is at home when he is not working, and when he is working he is not at home" (1959:72). Marx sees such labour not as voluntary, but as coerced or forced labour. As he argues it is not the satisfaction of a need but merely a means of satisfying needs external to it (1959). This alien character manifests itself clearly in the fact that as soon as the physical or other compulsions are lifted 'labour is shunned like the plague' (Marx, 1959:72).

Source: Marx, K. (1959) *Economic and Philosophic Manuscripts of 1844*, Lawrence and Wishart, London.

It can be argued that the manner in which female sewing machine operators of local garment factories are compelled to expend their labour bear similarities to the Marxian conceptualization of estranged labour. Elaborating this argument, it can be stated that work, for these female sewing machine operators is something that is not important, done at the pace set by someone who is not involved in the work itself. For them, work is something they cannot enjoy. Time at work, is time they do not have for themselves - when creativity is cut-off and activities structured by rules laid out by others. Work that is best described as estranged labour. Through estranged labour, work that should be used for the growth of workers is used instead to diminish them, to make them feel like machines. Workers are not in control of their actions during the times they work; their time belongs to those who have the money to buy it...

Do you agree with the above argument? Why or Why not? Justify your answer drawing examples from contemporarily work organizations, specifically local garment factories.

(40 Marks)

Part B

03) a) What do you understand by Total Quality Management (TQM)? Give a brief definition.

(10 Marks)

b) Identify the salient features of TQM and briefly describe each.

(20 marks)

04) A critical understanding of the 'international business environment' is becoming increasingly important for local managers especially in view of the capricious political economic contexts within which they are compelled to manage their organizations.

Elaborate the above statement drawing examples from the current international business scenario.

(30 Marks)

05) With increasing opportunities for expanding their operations to the Northern and Eastern parts of the country, 'managing work force diversity' is fast becoming a major challenge for Sri Lankan managers. This challenge, if taken positively, can be advantageous to organizations.

a) What you understand by 'managing work force diversity'? Explain using examples.

(10 Marks)

b) As aspiring managers how would you propose to turn this situation of having a diverse work force into an organisational advantage?

(20 marks)

06) Critically analyse the following phenomenon/terms drawing out their implications for managing contemporary organizations.

a) Euro Zone Crisis
b) 'Arab Spring'
c) 'Occupy Wall Street'
d) Ethical Garments
e) Green Marketing

(6x5=30 Marks)

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