

FACULTY OF MANAGEMENT STUDIES

UNIVERSITY OF DELHI

Semester Examination 2015

Name of Examination.....MBA (FT)-1 Year

Paper Name: Organizational Effectiveness and Change , Paper No: MBAFT-6201

Time allowed: Three Hours , Maximum Marks: 50

Instructions to candidates: All questions are compulsory

Serial No. of Question		Marks
Q 1.	The CEO of a small manufacturing company, has been complaining that sales are stagnant. A key problem, you discover, is that the market for the products this firm makes, is fully developed –and frankly , the products themselves are not very exciting .No one seems to care about doing anything innovative .Instead , the employees seem more concerned in doing things the way they have always done them.	
(a)	What factors do you suspect are responsible for the way the culture in this organization has been over the years?	7
(b)	What do you recommend should be done to enhance the creativity of this company's employees? What could be done to help make this company's products more innovative?	7



Serial no. of Question		Marks
Q2.	<p>A rapidly growing high –tech company has recently experienced resignations by several of its best people. These individuals have left, expressing strong annoyance over the high level of politics within the company .This is a serious situation because the these former employees are also spreading the word that 'politics is king ,' in this company.</p> <p>What steps can top management of this company take to turn this situation around? How can the company counter the negative image it is acquiring as a result of disparaging comments by former employees concerning politics within the company?</p>	10
Q3	<p>Using Hofstede's dimensions of cultural values contrast two different cultures. What potential problems would people from these cultures have in doing business with each other? Give <u>suitable</u> examples. ^</p>	10
	<p style="text-align: center;">OR</p> <p>Describe a leader you think who has managed organizational culture well. How did the leader do this? Use Schein's description of how leaders shape and reinforce culture to analyze the leader's behavior.</p>	



Q4

10

Suppose that you are a top executive of a large public sector organization about to undertake an ambitious plan that involves massive changes in job responsibilities for most employees. Explain what kind of resistance you might encounter and what steps could be taken to overcome resistance.

Q5

6

Write brief notes on any one of the following:

- a) Characteristics of a Learning Organization
  - b) Five styles of conflict management?
  - c) Gender stereotypes
- .....