

FACULTY OF MANAGEMENT STUDIES

UNIVERSITY OF DELHI

Semester Examination 2018

Name of Examination : MBA FT (1st year)

Paper Name : Organizational Effectiveness and Change ; Paper No. :6201

Time allowed: Three Hours Maximum Marks: 50

Instructions:Section A (20 marks) is compulsory. From Section B (30marks) answer any THREE questions

Serial No. of Question	SECTION A (compulsory)	Marks
	<p>Read the case ,"Missing a Golden Opportunity", given below and answer the questions that follow:</p> <p style="text-align: center;">MISSING A GOLDEN OPPORTUNITY</p> <p>Aditya Mathur was a man on move. Everyone in the firm including his boss felt that it is just a matter of time before Aditya would be heading the company. The current president , rose to the position of president from the position of a field salesperson. Hence , the marketing department of the company in the perception of the employees, was a well-oiled road to the top. Aditya was the star performer in sales and according to the rumours , was due to get Jay Mishra's job when the latter retired as vice president in two years . Aditya , however was not sure if he wanted to be the marketing vice president of the company.</p> <p>The Company till date operated only in India and was now planning to expand its operation internationally. Aditya did not know about the markets of Europe where the company planned to enter to begin with, but he wanted to give it a try. He spoke to his boss Jai Mishra, the current vice-president, who did not sound very encouraging. Jai in fact wondered as to why Aditya was even thinking about such a job at all. To quote, he said, "Adi, that market would be a different ball game altogether. Things at home are simple and easy. Moreover, you are well established here and don't have to prove to anyone. Hold your present number one position here and soon you would be president. Do not venture to go abroad."</p> <p>Aditya was not convinced though with his discussions with Jai Mishra and decided to approach the President. The President liked Aditya's idea of venturing into international marketing. Encouraging Aditya the President said, "if you are interested and comfortable to head the newly setup international marketing office, I will recommend you for the job".</p>	

Aditya thought over the matter deeply and decided to go to Europe and establish there rather than wait here for the forthcoming opening. He informed about his decision to Jai Mishra. He apprised him of his encouraging discussion with the President and said, "The international sales will boost the performance of the company. It is here the action lies. Rather than wait here for next couple of years, I would prefer to take the international job." Jai reiterated his point of view and told Aditya, "Adi, you are literally throwing a golden opportunity. However, if you really intend to take up the international assignment, I will support you for the job."

A week later the company selected not Aditya but someone else for the international assignment. Aditya was shocked. The President explained to him, "I did push your case but other members of the selection committee did not support. You did not sell your case to Jai strongly. He made the committee believe that you are undecided on the idea. In fact, I felt rather odd telling the committee about your excitement about the job. But Jai said that he talked to you after your discussion with me and you did not sound sure of the assignment. After listening to Jai, the committee concluded that you had changed your mind after talking to me and thus they discussed the other candidates."

(a) What type of power did Jay Mishra have? Do you think Aditya played organizational politics well? If so why didn't he get the International sales job? 4

(c) At this juncture, what would you do if you were Aditya? What political skills and strategies could be used? 6

Read the case , '**Organizational Change at Aakash Hospital**', and answer the questions given below:

(a) What were the key components of changing the organizational culture? Why do you think the culture change was necessary? 4

(b) If you were hired as a consultant by the CEO, how would you manage to change the culture of the hospital and help the leaders understand the link between finances, employee morale and patient satisfaction? Describe in detail using Lewin's model of change. 6

Organizational Change at Aakash Hospital

Aakash hospital in New Delhi was facing a severe financial hardship as healthcare costs continued to spiral out of control and reimbursement dropped . A new CEO was hired to turn things around in an effort to salvage the hospital. The CEO was determined to change the company culture, which he identified as apathetic and accustomed to mediocrity. He noted that the financial performance was suffering and attributed much of this to a variety of process issues as well as a lack of focus on the core business of patient care.

The CEO immediately took action to look at the financial issues and cut costs. A drastic cost and labour reduction strategy was implemented with an aggressive timeline to turn the

financial bottom-line around. Within a few months, the hospital started to show less of a financial loss and things seemed to stabilize financially. However, the morale of the staff had taken a significant hit. Employee turnover increased as a sense of job security decreased, and the impact on the patients began to be seen in an increase in patient complaints and lowered patient satisfaction scores. A training programme was introduced to remind employees about customer service with no impact on results.

Finally, the CEO hired a consultant to perform an assessment and design a change programme to assist the leaders to understand the link between finances, employee morale and patient satisfaction.

Section B (Answer any three questions)

- (a) What are the important sources of conflict for retailers? Using the assertiveness and cooperativeness dimension that underlie the five conflict management styles, explain your approach to customer service and customer relationship management. 6
- (b) Distinguish between distributive and integrative negotiation styles with suitable examples. 4
- (a) Consider the various dimensions on which national cultures differ. Discuss consequences in the workplace if someone from another culture differing on the dimensions from the U.S.A were to take a job in a US company. 5
- (a) Indicate what steps (policies , practices , training etc.) you believe the US company should take to help accommodate the differences. 5
- (a) Describe the three component model of creativity. 3
- (b) What are the various personal and organizational blocks to creativity? 7

Write brief notes on any two of the following:

- (a) Summarize differences between learning organizations and traditional organizations.
- (b) Quality of work life.
- (c) Gender stereotypes and its consequences.
-

5+5