

**FACULTY OF MANAGEMENT STUDIES  
UNIVERSITY OF DELHI  
Semester Examination 2016**

**Name of Examination:** MBA (FT) I Year

**Paper Name:** Organization Effectiveness and Change

**Paper No.:** 6201

**Time allowed:** Three Hours

**Maximum Marks:** Fifty only (50)

**Instructions to candidates:** There are two sections in this Paper. Attempt all questions from Section A. Attempt any two questions from Section B

**Section A**

1. **Read the following case and answer the questions that follow:**

**World Class Company: BP**

BP is one of the largest companies in the world. With more than 1, 00,000 employees, it seeks collaborative, problem oriented change to enhance innovation throughout its organization. For example, when BP's North American Mid Continent Business unit changed its primary business strategy from cost containment to aggressive growth, management developed several companywide programs to achieve its goals.

**Quick Hits**

A foundation of 'Quick Hits' program was a belief that those closest to actual day-to-day operation would be most likely to come up with innovative ideas for improvements. The corporate purpose behind 'Quick Hits' was to make immediate improvements and thus demonstrate to people in the field that top managers were serious about change that would lead to growth. The Mid Continent organization had a high workload and a performance driven culture, factors that suggested that its employees would respect real, measurable change.

The 'Quick Hits' program involved employees in coming up with ideas for innovation and implementing their own recommendations. Innovation had to be relatively inexpensive, costing up to about \$15,000. The employees were given the power to drop their idea at any time, depending on what they observed about its effect on business results.

When a corporate team interviewed field personnel for their 'Quick Hits' ideas, in two weeks time more than 300 ideas were submitted. Using a peer voting process, 50 of these were approved for implementation. An example of an improvement was removing some physical restrictions on wellheads to increase production. The Quick Hits initiative challenged, successfully, the assumptions that this was impossible, and thus the change resulted in an annual benefit to the company of about \$750,000.

## Action Learning Events

In another change program, called 'Action Learning Events', cross functional teams of 10 to 15 employees tackled complex business problems that demanded careful analysis by a diverse group. Company leaders assisted in identifying the problem. They also helped by finding ways to free up group members from their day-to-day tasks in order to work on the team.

The team used a variety of group problem solving strategies, including brainstorming, to develop a solution to the problem. They then wrote up the problem as a business case, and discussed and further refined their solution. Finally, they made a formal proposal to their managers. If the proposal was approved, they then implemented the solution. An example of a successful project was development of an electronic tool to identify bottlenecks in the company's production cycle.

## Helios Awards

Another project of BP was 'Helios Awards' Program. The program recognizes successful innovations anywhere in the company, and is open to all employees as well as third parties working for the company. By encouraging employees to formally share their innovations, it provides the company data on innovation throughout the organization and facilitates the sharing of best practices across the company. One of the winners of the 'Helios Awards' was an American team working in the gulf of Mexico. The team developed a new way to estimate pressure in deep water drilling situations, thus preventing blow-outs and oil spills.

### Questions:

- a) What assumptions can you derive about the culture of BP? 5
- b) What does this company do to motivate individuals during the change, and prevent any resistance to change? 5
- c) Based on any model of change, discuss the process used by BP to bring about change within the organization. 10

### 2. Read the following case and answer the questions that follow:

#### Managing superior-subordinate conflicts at the workplace

An employee in an organization can be dissatisfied for a variety of reasons, one of the reasons being relation with the superior. The conflict between the superior and subordinate could be the unapproachable supervisory style of the boss or a mismatch or lack of chemistry between the boss and the subordinates. These are very sensitive issues for any organizations and if not

handled properly can have a long-term impairment to the working of the department or the organization. According to Ulhas Pagey (HR and OD expert) "if such situations are not tackled impromptu and allowed to linger on, the interpersonal climate of the organization will get vitiated and therefore the challenge is to resolve the conflict at the earliest.

To deal with such conflicts in organization the most crucial tool is continuous and constant communication between the employee and his superiors. Arundhati Raghavan, Head-HR, The Smart Cube says that if there is a perfect system of giving and receiving feedback there is a surety that the issue will get addressed at a nascent stage. A transparent working system that ensures confidentiality will help employees in a great way. Hari Iyer, Senior Vice-president, HR, Sasken Communication Technologies believes that these situations are dynamic and have to be addressed on a continuous basis. Any conflict has to be resolved by a three pronged strategy of sensing what is going wrong, analyzing, why is it going wrong and intervening to solve the problem. According to him "Any intervention will be successful only when there is employee participation and management sponsorship."

Kalpana Jaishankar, VP-HR Operations and People Development, Patni claims that to avoid any potential conflict, Patni creates an open and balanced environment. In case still something crops up, the HR endeavors to resolve such issues in the minimum time possible. According to Pagey interpersonal conflicts are very sensitive situations and have to be dealt with great deal of sensitivity. Counseling, coaching and mentoring are few of the solutions, which should take place in a non-threatening environment with a win-win outcome without causing any strain. Patni conducts two skip level meetings which comprise of the employee, the head of the project (not his immediate boss) and the HR. Here employee is allowed to freely express the problems that he has with his superior.

- I. What are the possible sources of conflict in superior-subordinate relationships in business organizations? 5
- II. What possible steps can be taken to handle this conflict? Cite an example from real life situation with a win-win outcome. 5

**Section B: Attempt any two questions from this section**

- 3. Suppose your boss suggests that your contribution to the department would be stronger if you could draw on a more versatile portfolio of political behaviour. Identify four political tactics you would feel comfortable using and describe situations in which you might use each. 10
- 4. Are the assumptions based on gender real? How can corporate prepare themselves to an environment which is likely to be androgynous in near future where the differences at work place based on gender will begin to fade away? 10

5.

- a) Comment on the statement "If one happens to live in a traditional society, one really has no opportunity to be creative."
- b) List any one creative organization from the corporate world and give reason for identifying it as creative organization.

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