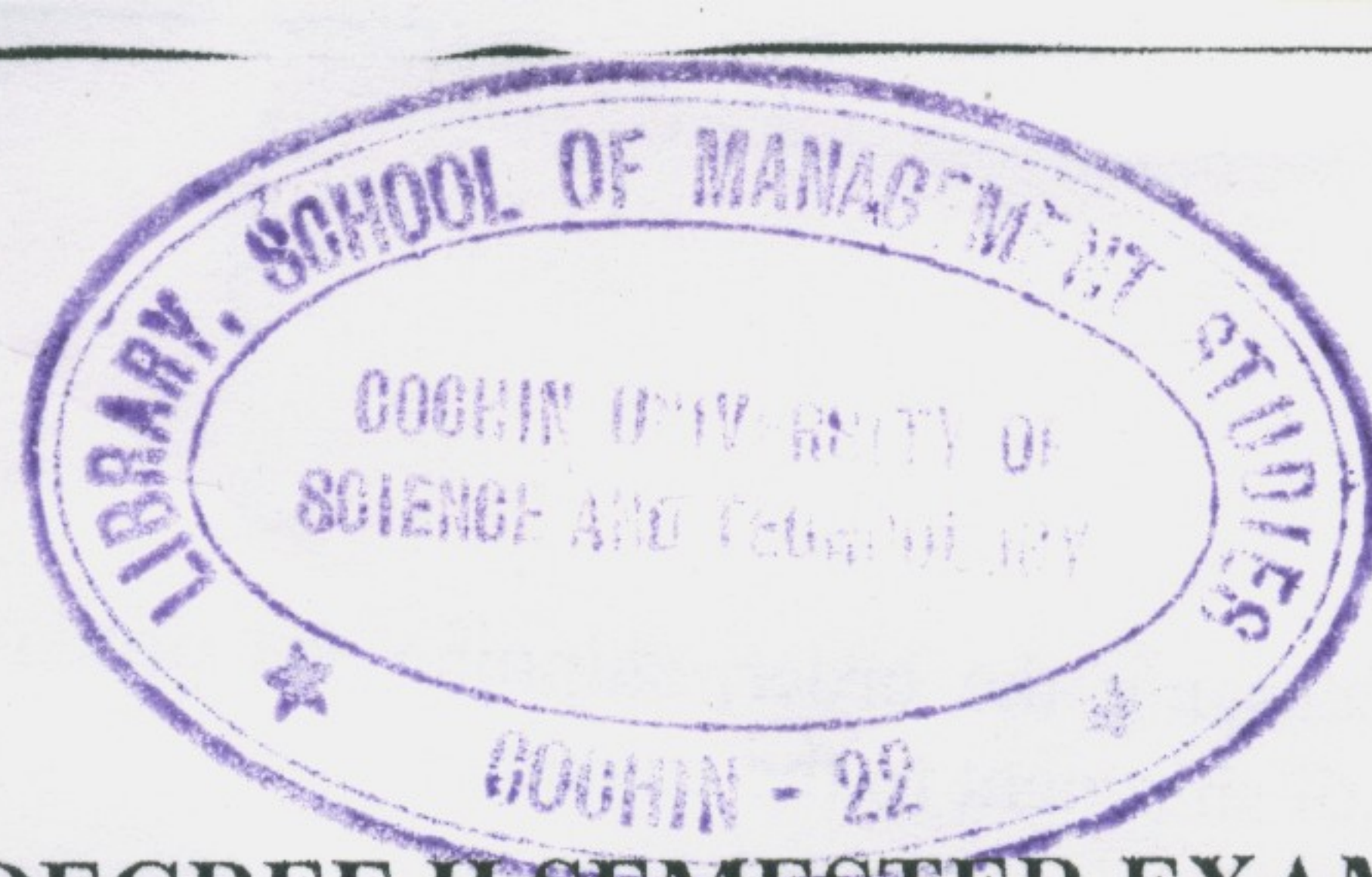


MBA(P)IV/05.14.0538



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MBA (PT)DEGREE II SEMESTER EXAMINATION MAY 2014

SMP 2201 ORGANISATIONAL EFFECTIVENESS AND CHANGE
(Supplementary – Prior to 2012 Admissions)

Time: 3 Hours

Maximum Marks : 50

(5 x 10 = 50)

- I. Identify the impact of organizational climate. And how is it related to the concept of organizational culture?

OR

- II. If you wish to change your organization's culture, what sort of resistance could you expect from employees and how would you overcome it?
- III. How do some people in an organization acquire and exercise greater power than others? Explain the nature and significance of power relations in a large manufacturing concern.

OR

- IV. Write short note on the leadership perspectives of charismatic, transactional and transformational.
- V. What are the phases involved in the change process? How will you ensure that an individual behaves in the required way?

OR

- VI. What are the major approaches to organizational change? Discuss their usefulness and limitations.
- VII. How does managerial grid approach help in enhancing organizational health and effectiveness?

OR

- VIII. Why is it often suggested that there are more organizational development failures than successes? Critically evaluate organizational development as an approach to enhance organizational effectiveness.

- IX. *Case study:*

Be careful what you wish For; From the Middle.

Sharbari was delighted when she was promoted as the Regional Sales Controller of a leading chemical producer, where she had been employed for the last 3 years. It was a big boost in responsibility and would enable her to participate in the incentive compensation program. Now that she was facing her first end-of-the quarter sales report, however, she wondered what she had got herself into.

A major customer has placed a large order just one week before the end of the quarter, but they don't want delivery till the middle of the next quarter. The Sales Director of Sharbari's group wants to recognize the revenue now, thereby ensuring the maximum bonus for his group for the quarter.

(P.T.O.)

This means processing the order, shipping the product to a warehouse and bearing the carrying cost until shipment to the customer.

Sharbari feel pressure from all sides. When she used to sit in the accounting organization, she saw the costs of such revenue recognition problems –it involved the cost of sending messages to all levels of the organization that it's OK to game the system.

The loss of information and distortion eventually that jeopardized effective decision – making; the cost of cleaning up of the records when the distortion eventually came to light; and so on. She still reports to her old team and she knows that they are counting on her to make the right decisions on this kind of thing.

On the other hand, she wants the Sales Director and her new unit's General Manager to consider her as one of the team. She wants to earn their trust and respect.

What should she say, to whom, when and how?

Questions:

- (a) What are the sources of conflict for Sharbari?
- (b) What's *at stake* for the parties concerned?
- (c) What *levers/arguments* can Sharbari use to influence those with whom she disagrees?
- (d) What actions do you recommend for dealing with this and similar situations in future?

