



MBA.P.II/04.13.0387

MBA DEGREE (PT) II SEMESTER EXAMINATION APRIL 2013

SMP 2201 ORGANIZATIONAL EFFECTIVENESS AND CHANGE
(2011 Admissions)

Time: 3 Hours

Maximum Marks: 50

(5 x 10 = 50)

- I. A. Explain the concept of organizational climate and how can a manager develop sound organizational climate.
- OR**
- B. 'Culture system may be considered as products of action as well as the conditioning elements of future action' – Discuss.
- II. A. Define power. Why is power so important in organisation? What are the various bases of power?
- OR**
- B. Differentiate between transferential and transactional leaders. What are the major challenges in leading the corporate organizations?
- III. A. 'Conflict involves a lot of cost, both hidden and direct' – Justify. Discuss the various modes of managing conflict.
- OR**
- B. Analyse the pros and cons of alternative approaches to the management of conflict in an organization.
- IV. A. What is the role of change agents? How does a manager work as change agent?
- OR**
- B. Discuss the OD efforts made in India. Identify some of the reasons for failure of OD programmes in India.
- V. **Case study:**

Capco II Services India is a fully integrated office within Capco's global network. It is housed with a state of the art facility with skilled staff knowledgeable in financial markets and with domain expertise in all aspects of the financial services business operations, technology and the business process.

The Capco representatives say, "At Capco, our people make our culture. People with diverse educational backgrounds, work experiences and personal interests thrive at our firm because they are all united by something unique – a drive, a passion, a focus on learning and a commitment to being part of a team. We are looking for people who want a stimulating, challenging and supportive environment, people who are excited about the opportunity of working in a truly global culture and want to play a part in helping us to form the future financial services world wide.

(P.T.O.)

The strengths Capco brings to transforming the financial services industry are grounded in the core value of our people and teams, mutual respect, integrity and commitment are the common thread in all our dealings with clients, one another and the financial community as a whole. Our people come from a rich variety of cultures and languages, organisational and personal backgrounds. We have created a business that promotes personal independence and entrepreneurship, high quality teamwork and lifelong learning. In addition to career development, Capco offers comprehensive and highly competitive compensation and benefits packages. We call our approach to compensation and benefits, "total reward". Total reward for Capco employees consists of base pay, variable pay, long-term incentives and benefits. The concept is based on rewarding our people in a way that is fully aligned with competitive programs and processes in the marketplace. We place value on performance at both corporate and individual levels and we compensate employees based on sustained performance as determined by an appraisal process that ensures transparency, fairness and global consistency.

Questions.

1. Identify the types of organisation culture in Capco.
2. How is the culture at Capco adding value to the organizational effectiveness?
3. Can you identify any lacune in the organisation culture at Capco? If so, what do you feel it is?

