

MBA DEGREE (P.T) II SEMESTER EXAMINATION, APRIL 2010

SMP 2201 ORGANISATIONAL EFFECTIVENESS AND CHANGE

Time : 3 Hours

Max. Marks: 50

(All questions carry EQUAL marks)

(5 x 10 = 50)

- I. A. Discuss the significance of organizational climate. What dimensions you consider to measure the climate in the organizations?
OR
B. Define organizational culture. What are the functions of organizational culture?
- II. A. What do you mean by power? How the bases of power helps in enhancing organizational effectiveness?
OR
B. Critically discuss the contemporary issues in leadership.
- III. A. 'The one who generated conflict must be able to manage it'. Comment.
OR
B. What is Glass Ceiling Syndrome? How do you deal with the gender issues in the era of Globalization?
- IV. A. Discuss the drivers of change which have resulted in the flattened world. How do you manage them?
OR
B. Briefly discuss various Organizational Development intervention techniques that contribute to organizational effectiveness.
- V. Case study :

Exon Electricals is facing a major conflict, brought about by personnel cutbacks. For many years workers had come to expect life time employment. Anyone who did his job well would get to keep it. There were no fringes or cutbacks. If the company had to reduce work force in one area, it simply would transfer those people to another area. If there was overall overstaffing, it would handle this problem through retirements and voluntary terminations. The human resource system monitored itself. A few years ago, however, the company began to conclude that it was genuinely overstaffed and needed to take immediate action to trim the workforce. This has taken a number of different forms. One is to encourage older workers to take early retirement through the use of various enforcements. Those too young to retire and given lump sum payments and assistance in finding jobs.

A survey of the company shows that the decision to trim the work force is having a dramatic effect on those people who are still with the company. They have become less loyal than they were before and some of them believe that no matter how well they do their job they are likely to be dropped. The down sizing and the accompanying layoffs of loyal personnel obviously are having a big impact. One of the biggest challenges, the company now faces is that of dealing with the conflict caused by these staffing decisions. The HR manager is in a fix, whether to wait for the future to tell how well the company manages to meet the challenge or to take some action immediately.

1. In the conflict that can result from the termination, how can the company promote a win-win situation?
2. Can transactional analysis be used to depict the situation?
