



Still the mid nineties was an altogether different context. The skills that were required to succeed in the nineties were very different from those of the eighties because the context had changed. Fixing that was Aditya's biggest challenge. His aim was straight forward and logical : he wanted the company he had inherited to be in step with time. He began the contemporisation of the group by inducting fresh talent at lateral and mid levels and simultaneously introduced a retirement age of 60. It wasn't a coincidence that one of the senior level recruits was a human resources specialist who was taken from a competitor. In the first five years, 325 people retired and at least 400 young people were hired. The average age of the executives at the group which used to be 54 came down to under 40. According to Mr. Misra, Head of corporate HR, the group's HR policy had gone in for a complete overhaul with the emphasis now on adoption of globally accepted best practices.

The new hires as well as the existing people got more autonomy. If the Senior Chopra kept tabs personally on daily production at every unit, sales and cash flows, his son manages things by giving his senior executives greater autonomy and depending on management information systems. That doesn't mean the young Chopra is a hands off manager. Only the context has changed. When the company took over an Australian Copper mine last year, it was Aditya who saw it through from the frontline, not only of his executives. According to Mishra, "Once he's resolved on doing something, nothing can budge him".

1. How do you compare the styles of the two chairmen of the Chopra Group?



MBA.F.II/11.226

M.B.A. DEGREE (F.T) II SEMESTER EXAMINATION APRIL 2011

SMS 2201 ORGANISATIONAL EFFECTIVENESS AND CHANGE

Time : 3 Hours

Maximum Marks : 50

(All questions carry EQUAL marks)

(5 x 10 = 50)

- I. A. How do you create enabling climate in the organizations that contributes to organizational effectiveness?
OR
B. Discuss the various dimensions of organizational culture. Is it possible to change organizational culture.
- II. A. What do you mean by political behaviour in organizations? Discuss the factors contributing to political behaviour in organizations.
OR
B. Critically discuss the inspirational leadership styles. Do they hold good under all circumstances?
- III. A. How do you deal with the disruptive interpersonal conflicts in the organizations?
OR
B. What is Cultural diversity? How do you deal with the issues in the era of Globalization?
- IV. A. Critically discuss the various approaches to change management.
OR
B. What do you mean by Transactional Analysis? Discuss the critical issues involved in using TA.
- V. **CASE STUDY :**

IN STEP WITH THE TIMES

Chopra Companies suffered a severe set back when the chairman of the company Mr. Satish Chopra died of a massive heart attack at a young age of 52 years. The newly appointed chairman was Aditya Chopra, the 27 year old son of Mr. Satish Chopra. The first six months were of an emotional turmoil for the young Chopra. It wasn't the stock markets alone that were sceptical about him, many others were prone to compare him with the towering reputation of his late father. The organization itself was in mourning. At meetings, veteran executives would frequently break down and cry at the mention of Senior Chopra's name. For the still wet, behind-the ears-chairman, it was a traumatic rite of passage. Of course, the presence of senior executives. Satish Chopra's loyal lieutenants, somewhat eased this passage.

(P.T.O.)