

18-10-11
**MASTER OF BUSINESS ADMINISTRATION
(MBAEV)**

Term-End Examination

December, 2013

MCNE-050 : ORGANISATION DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

Note : Attempt any five questions. All questions carry equal marks i.e. 20

1. Explain conflict resolution in relation to 'Assertiveness' and 'Cooperation' and the implications of each of the five styles. Also explain the various techniques for managing conflict.
2. Defining the Organizational Culture, discuss various sets of subcultures.
3. Discussing the five types of power according to French and Raven, elaborate the influence tactics.
4. What is the role of Power and Politics in Organizational functioning ? Discuss with example.
5. As David walked around the shop floor, the employees appeared to be concentrating on their jobs, barely noticing him. As he was walking

around, he noticed that John was very upset. Feeling that perhaps there was something he (David) could do, he approached John and asked him if he could help. John indicated that everything was just fine. From the looks of the situation, and John's body language, David felt that he (John) was willing to talk, but John knew that this was not the way things were done at AEC. David heard Tony, who worked at the machine next to John's say that the office guys only cared about schedules, not about the people down on the floor. David thought the he could address some of their issues.

When David expressed his intention to have discussions with the shopfloor employees about their problems with Lesley he pointed out that the employees were not accustomed to management talking to them. Management only issued orders and made demands. As they discussed the different perceptions between office and floor staff, they were interrupted by a very loud lunch bell. David decided to join the employees for his lunch as he thought that would help him to know all the people better. In addition, he realized that this was not how things were done and wondered about the nature of this apparent division between the management and the floor. In the lunchroom, the other workers were amazed to see David there.

Earlier, Lesley had indicated that certain behaviour was expected from management, and therefore from David. David reasoned that he did not think that this behaviour works, and besides it is not what he believed or how he cared

to behave. For the next couple of months, David simply walked around the floor and took every opportunity to talk to the shop floor employees. Often when the employees related specific information about their workplaces, David felt that it went over his head. Frequently he had to write down the information and revisit it later. David made a point of listening to them, identifying where they were coming from, and trying to understand them. David needed to keep his mind open to new ideas. Because the shop employees expected David to make requests and demands, he made a point of not doing any of that. Soon enough the employees became friendly and started to accept David as one of their own - or at least as a different type of management person.

During David's third month of work, the employees showed him how to improve the scheduling of jobs, especially those on the aluminum slitter. In fact, the greatest contribution was made by John, who demonstrated better ways to combine the most common slitting sizes and reduce waste by retaining some of the "Common-sized" material for new orders. Seeing the opportunity, David programmed a spreadsheet to calculate and track inventory. This, in addition to better planning and forecasting, allowed them to reduce their new order turnarounds from four to five weeks to in by 10 a.m. out by 5 p.m. on the same day.

By the time David was employed for four months, he realized that staff from other departments came to him and asked him to relay messages to

the shop employees. When he (David) asked why they were delegating this task to him, they stated that he spoke the same language as the shop employees. Increasingly, David became the messenger for the office to floor shop communication.

One morning, George called David into his office and complimented him on the levels of customer service and the improvements that have been achieved. As they talked, David mentioned that they could not have done it without John's help. "He really knows his stuff, and he is good", David said. He suggested that they consider him (John) for some type of promotion.

Questions :

- (a) What are the major issues brought out in the case ?
 - (b) Do you agree that the management was adopting the traditional approach to Managing People ? Discuss.
 - (c) If you were David what would be your approach to "Managing People" ?
6. What is organizational communication ? Is it important for organizational image ?
7. What is nature and dynamics of organisation structure ? Explain the concept of Matrix Organisation.
8. Write short note on **any two** of the following :
- (a) Change-Agent
 - (b) Work Design
 - (c) Virtual Organisation
 - (d) Action Learning