

**Avinashilingam Institute for Home Science and Higher Education for Women
Coimbatore – 641 043**

**Master's Degree Examination – November 2017
III-Semester**

Class : II PG
Major : M.B.A. / M.B.A. – IT Organisation Administration

Max. Marks: 60
Time: 3 hours

Functional Specialisation I Paper – I

16MBAC19H/16MBMC19H Organisational Dynamics and Development

Part A

10 × ½ = 5

Choose the correct answer

1. _____ reflect in terms of people's aspirations, their needs, and their way of working.
a) Social Changes b) Technological Changes c) Legal Changes d) Management changes.
2. Life and Career changes, Personality type, Role characteristics are
a) Organisational Stressors b) Individual Stressors c) Extra-Organisational Stressors
d) Group Stressors
3. _____ is defined as the power which rests upon the application or the threat of application of physical sanctions.
a) Positional Power b) Legitimate Power c) Reward Power d) Coercive Power
4. The four basic issues namely, facts, goals, methods and values which may be involved in a _____
a) Culture b) Climate c) Conflict d) Control
5. _____ is a set of characteristics that are commonly shared by people in the organization.
a) Organisational Culture b) Organisational Power c) Organisational Climate
d) Organisational Conflict
6. _____ usually refers to current situations in an organization and the linkages among individuals, work groups and work performance.
a) Organisational Conflict b) Organisational Climate c) Organisational Change
d) Work Stress
7. _____ encompasses a collection of planned-change interventions built on humanistic-democratic values that seek to improve organizational effectiveness and employee well-being.
a) Organisation Power b) Organisation ^{effectiveness} Change c) Organisational Development
d) Organisational Development
8. _____ focuses on small group (T-group) with number of members ranging from ten to twelve.
a) MBO b) MBE c) On-the-Job Training d) Sensitivity training
9. _____ is the degree to which operative goals have been attained while the concept of efficiency represents the cost/benefit rate incurred in the pursuit of these goals.
a) Organisational Effectiveness b) Organisational Change c) Organisational Climate
d) None of the above
10. _____ attempts at measuring organizational effectiveness in terms of goal achievement by an organization.
a) Behavioural Approach b) Goal Approach c) System-Resource Approach
d) Strategic Constituencies Approach

PART - B (5 X 4 = 20 Marks)

Answer All the Questions

Answer should not exceed 200 words or one page

11. (a) What are the factors important for necessitating organizational change?
(OR)
(b) What do you mean by burnout and rust out?
12. (a) What are the characteristics of authority?
(OR)
(b) What are the two types of Individual Level Conflict?
13. (a) What are the differences between organization culture and organizational climate?
(OR)
(b) What are the factors influencing organizational climate?
14. (a) What are the characteristics of Organization Development?
(OR)
(b) What are the objectives of Sensitivity Training?
15. (a) What do you understand by Behavioural Approach or Organisational Effectiveness?
(OR)
(b) What is Local Attainment?

PART - C (5 X 7 = 35 Marks)

Answer All the Questions

Answer should not exceed 600 words or three pages

Question No. 20 is Compulsory

16. (a) Explain the various steps involved in Planned Change.
(OR)
(b) Explain Stress Management Techniques,
17. (a) Briefly explain about Bases of Power.
(OR)
(b) What are the causes of employee grievances in an organization? How can such grievances be managed effectively.
18. (a) "Creation of Organisational Culture is a long-term process". Explain and discuss the process involved in creating organizational culture.
(OR)
(b) Discuss about Organisational Climate Models.
19. (a) Explain the various steps involved in Organization Development Process.
(OR)
(b) What are the benefits of MBO? Also explain the problems and limitations of MBO?

20. COMPULSORY QUESTION. CASE STUDY.

EXPRESS COURIER SERVICES

Express Courier Services is engaged in providing courier services throughout the country. Besides all metropolitan cities, it has its branches almost in every large city. In providing its courier services, the company has put emphasis on fast and reliable delivery at the least possible cost. With this emphasis, the company has been able to attract large number of customers, both corporate and individuals. The company's financial performance has been quite satisfactory up to 2000. However, with the entry of low cost couriers during 2000 and onwards, the number of customers of Express started declining, many of these couriers have franchises in different cities which collect and distribute parcels for the couriers on commission basis. Further, each of these couriers has a single branch even in very large cities rather than having a network of branches in a city. They collect parcels through Franchisees which are mostly public call offices (PCOs). Parcels are also distributed through some of these PCOs. Because of such a system, operating cost of these couriers is comparatively much lower, hence lower courier charges to customers.

In order to face challenges posed by these low-cost couriers, Express Courier Services decided to make courier charges competitive by bringing them down. In order to maintain profitability at the existing level, it designed and implemented a cost cutting strategy. It was estimated by the company's management that operating cost would be brought down by about 10% by changing the way the business was done. In a courier service, freight for sending parcels through transport (rail, road and air) and employee cost are the major portion of operating cost. Since freight cost cannot be cut by a courier. Express Courier decided to cut employee cost. For this purpose, all those employees who were on probation were retrenched by paying one month salary to each. In cities where the company had more than one branch, some of the branches were closed and the employees were adjusted in the remaining branches. For collecting parcels, the company took the help of PCOs. Some of these PCOs were also used for parcel distribution. With such changes, the company was to cut its operating cost by 5% in a year. However, these changes created attitudinal change in employees. Prior to change, employees used to talk highly about the company but the same employees started criticizing the company. Because of their low commitment, they started paying less attention to customers. With the result, customer complaints in the form of late receipt of parcels increased significantly.

QUESTION:

1. What are the reasons for change in employee attitudes resulting into increased customer complaints?
2. What actions should management take to change negative attitudes of employees?
