



**Institute of Management
JK Lakshmipat University
Jaipur
END TERM EXAMINATION 2017**

Programme: MBA Sem: I
MM: 50 Marks

**Sub.: Organizational Behavior-II
Time: 3 Hours
Subject code: HR19**

Instructions: Attempt any three questions from Section A. Section B is compulsory.

Section A

Q1. Organizational change is a complex and continuous process. All the banks are now computerized. In your view how this change got institutionalized and traces the whole process of successful implementation of this change considering the sequential process of change.

(10 marks)

Q2. In a training institution, there is a problem between the faculty group (responsible for training) and the administrative group (responsible for resources, arrangements and managing accounts). The former (the faculty group) accused the latter of delayed response, insensitivity to priorities and participant's needs. The administrative accused the faculty of not planning well, being too demanding and insensitive to the problems of the administrative group. The conflict resulted in various other problems, affecting their quality of work.

What OD intervention will you use in this situation? Give the sequential steps of the intervention.

(10 marks)

Q3. Explain the basic framework of neoclassical organization theory. How does it offer modification on pillars of classical organization theory?

(10 marks)

Q4. "A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights." Discuss the various mechanisms of organizational learning and social learning theory in this context.

(10 marks)

Q5. "Power doesn't affect everyone in the same way, and there are even positive effects of power." What are the effects of coercive and persuasive power in the context of this statement and how this can be used in an organization for enhancing organizational effectiveness?

(10 marks)

Section B

Q6.(a) "In today's environment of competitive business, the level of satisfaction of the requirements of the market is an increasingly more important element for organization to be effective. For this reason, each enterprise has its culture which provides the basis for the recognition of behavior in it and one of the key factors for its success. Also in an enterprise, it is based on certain values and norms. Since studies have shown that companies that have been successful in the market for a long time have had a strong organizational culture but also adaptable."

Discuss how culture affects on an enterprise, giving the fact that various factors affect organizational culture which has a significant impact, both on the organizational effectiveness of competitive advantage or as a controlling and integrated mechanism in a business organization.

(b)“Toyota has long been praised for its efficiency and effectiveness, but there were some glitches in the early 21st century that caused the company to reexamine its organizational structure. 'Customer first, quality first' is the policy that drives Toyota. Toyota's production system and its organizational structure had long been lauded as the most efficient and effective, which created a culture of excellence. They use what they call a just-in-time (JIT) production system, which means raw materials are delivered to the production facility just as they are needed. This level of production is possible because of Toyota's organizational structure and that structure has undergone some significant changes since 2013. For most of its existence, Toyota's organizational structure is based on a traditional business hierarchy in which the most senior executives make all of the decisions for the entire organization. It is typified by little delegation of authority, and all information flows one way: from the top down.”

- i) Discuss the advantages and disadvantages of the organizational structure adopted by Toyota.
- ii) Also differentiate between functional and divisional organizational structure with their advantages.

(10 +10 marks)