



**Institute of Management
JK Lakshmipat University
Jaipur
END TERM EXAMINATION-2016**



**MBA (I) Sem-VI
Subject code: BBA063**

**Course: Organization Culture and Change
Time: 3 Hours
MM: 50 Marks**

Instructions:

1. Attempt any three questions from Section A of 10 marks each.
2. Section B is compulsory of 20 marks.

Section A

1. Why deciphering culture is important? What are the various approaches to collect data gather information about organizations culture? What could be the probable risk in analysis of data to assess culture? (10 marks).
2. Is it difficult to bring change in the culture of the organization why or why not? Why cultural change is important? What are the forces which demand cultural change of an organization? (10 marks)
3. a. It is said that "It is said that an organization is, what its leader is". Elucidate the statement. (5 marks)
b. Explain the primary and secondary culture embedding mechanism used by the leader to transmit his beliefs values and assumptions (5 marks)
4. a. Why people resist change? Distinguish between survival anxiety and learning anxiety? (5 marks).
b. Explain the socio psychological bases of learning anxiety? Discuss the defensive response to learning anxiety? (5 marks)
5. a. Bringing in change on a large scale is a demanding task for any CEO and the role of middle managers is also crucial in managing change. (5 marks)
b. Discuss the role of CEOs and the middle-level managers as change agents. (5 marks)

Section B

Read the case below and answer the questions

The groundwork for the implementation of Six Sigma at GE had begun in 1988 in the form of an initiative known as the "WorkOut" program. The company realized that its employees were an important source of intellectual power for new and creative ideas. The "Workout" program gave each employee an opportunity to influence and improve GE's operations. The program set four major goals that laid the groundwork for Six Sigma. The goals were: Build trust, Empower employees, Eliminate unnecessary work and create a new paradigm for GE. The "WorkOut" program helped in inculcating the Six Sigma principles of being open to new ideas within GE's culture and encouraged people to work more productively and efficiently. The program redefined the way GE employees behaved, while Six Sigma redefined the way they worked.

In 1991, GE took a few major moves towards adopting Six Sigma; the company began allocating resources, coordinating training programs, and changing its work culture and management style. GE did not allow its existing corporate culture to stand in the way of implementing Six Sigma. Unlike other companies that customized Six Sigma to their existing culture, GE did not reconstruct the Six Sigma initiatives to fit its existing processes. Instead, the company made concerted efforts to reduce bureaucracy and create a new culture. Training was the most important part of the implementation of Six Sigma at GE. Training in the Six Sigma quality program was accorded more importance than other professional development programs in the first few years of its implementation. As a part of this transformation, GE asked each business unit to identify and develop Champions, Master Black Belts, and Green Belts. In 1996, the company invested US\$200 million to train 200 Master Black Belts, and 800 Black Belts. In March 1997, Jack Welch, the CEO of GE, asked every manager at GE to start Black Belt or Green Belt training by January 1998, and complete the training by July 1998. He linked this training to their promotions as well. It took time for GE's large workforce to take to the idea of Six Sigma. When the employees were convinced that some form of training was necessary for even minimal advancement within the company, they began to sign up for training in greater numbers. As Six Sigma placed a strong emphasis on the customer, GE

developed a tool that became an integral part of its "Six Sigma" process. The tool was known as the "Customer Dashboard" and sought feedback from key customers. Customers were expected to list the most critical-to-quality measurements of any of the company's products or services. The tool helped employees find out how well the company was fulfilling customer needs, in quantifiable, objective terms.

GE also developed an Intranet site, for employees to study the Six Sigma process. The site offered information and status reports on Six Sigma projects. Employees could also share their best practices for completing the projects. GE made its employees realize that Six Sigma could be used not only for improving the quality of products but also for the quality of services offered. Thus, the company applied the tool to its transactions and services businesses also. Managers were trained in "Design for Six Sigma" (DFSS), to help the company design and induce Six Sigma into every product and service. DFSS could be used for everything ranging from designing an engine blade to answering a phone call about a credit card. The company also believed that DFSS's statistical processes were critical to ensuring that the customer's expectations of quality in its products were met.

Questions

1. Explain the advantages of implementing Six Sigma at GE and the impact it had on the organization. (5 marks)
2. As per your opinion, what should be required for implementing change? Outline the steps suggested by Kurt Lewin in minimizing the pain involved in organizational change. (8 marks).
3. Analyze the cultural shift which came due the change in the practices? (5 marks).
4. Who was the change agent in the present case and why do you think so? (2 marks).

