

MAJOR EXAM

COURSE: ORGANIZATION AND PEOPLE MANAGEMENT (MSL 301)

DATE: 7 MAY 2016

TOTAL MARKS: 35  
DURATION: 2 HOURS

SECTION I

1. Which of the three levels of Schein's model of Organizational Culture is the toughest to change? (0.5 Marks)  
a. ....

2. Fiedler's contingency model consists of 3 primary elements. Complete the missing ones (1 Mark):  
a. Leadership Style  
b. ....  
c. ....

3. .... is attributed with developing the scientific management perspective. (0.5 Marks)  
a. Elton Mayo  
b. Robert Owens  
c. Frank Gilbreth  
d. Frederick Taylor

4. In the PESTLE analysis, what do 'P' and 'S' stand for (1 Mark):  
a. ....  
b. ....

5. Match the following (3 Marks)

COLUMN 1	COLUMN 2
A Hofstede	A Maslow
B Hackman and Oldham	B Hygiene Factors
C Robert Greenleaf	C Motivating Potential Score
D Self-Actualization	D Servant Leadership
E Herzberg	E Job Rotation
F Job Satisfaction	F National Culture



SECTION II

6. Write short notes any one of the following (5 Marks) (Word limit: 400 words)

- a. Role of trust in Leadership
- b. Organizational Structure

7. Using the following scale, rate the following professions with respect to how much of each characteristic do people in these groups tend to show:- (5 Marks) (Word limit: 400 words)

a. 1= not at all 2=a slight amount 3=a moderate amount 4=a great amount 5=almost always

Professors		Lawyers	
Interesting		Interesting	
Intelligent		Intelligent	
Conservative		Conservative	
Ambitious		Ambitious	

b. Discuss the **top three** factors which have affected your ratings for both the professions. Explain using relevant concepts covered in class.

8. Read the article below and answer the questions following it. (5 Marks) (Word limit: 400)

According to a recent article in Economic Times (dated: 30 April 2016), an online recruitment plan in the works may soon relieve thousands of aspirants for government jobs of 'the need to queue up at offices multiple times, jostle to put in a word from somebody important and possibly offer a bribe to get their police verification fast tracked - all to join a coveted government job'.

'The Centre is planning a "faceless, paperless and cashless" experience for government recruitments. This follows a proposal of a group of secretaries to the prime minister, as per which the candidates will not have to come face-to-face with any government official from applying till joining the job. As per the plan, all government vacancies will be put up on a common portal and applications will be invited online. Applicants will be allowed to certify their applications with eSign, an online electronic signature service which enables an Aadhaar card holder to digitally sign a document [...] This will do away with the need of physically signing application forms and queuing up at offices to submit them. The new system will also allow payment of exam fee online through universal payment interface. The candidates will be able to upload their certificates into a digital locker, which will allow the government access these documents online'.



a. How would the proposed E-recruitment policy affect bureaucracy? Explain with respect to Weber's characteristics of bureaucracy in organizations.

9. You created a start-up in 2015 called Foodieez.com, which offers an online platform connecting local suppliers providing tiffin services to potential home and office customers. Foodieez has a small office in Gurgaon and has successfully connected about 80 tiffin providers with 10,000 users. Now its future plan is to expand to other metro cities. This requires you to travel extensively to understand the local customer requirements and meet new tiffin suppliers in different cities. You realize you need a secretary who can manage your diary, help you identify local tiffin providers, setup meetings and organize your travel and related logistics. This person should be able to look after the Delhi office on days when you are travelling.

Your task is to design an advertisement for this position of secretary (official title - 'Executive Assistant'), which captures the key tasks for this position and the key skills and qualities required from the incumbent. **(6 Marks) (Word limit: 400 words)**

**Read the case below and answer the questions following it.**

10. Aarish is the Business Development head for T&P - a leading FMCG based in Delhi. He is in the process of securing a crucial business deal with a European client, for which he has invited their CEO to Delhi. He asked his secretary Rita, to organize the European client's flight and local travel through T&P's internal travel desk. Raman, a senior travel agent at T&P's travel desk has booked the flight tickets, but conveys his inability to book a taxi pick up from the Delhi airport, citing the shortage of taxis in Delhi (due to the ban on diesel taxis in Delhi). Despite repeated requests from Rita, the travel agent is refusing to organize the airport pick up, saying 'We cannot do anything. There aren't enough taxis available'. Rita reports the matter to Aarish, who sends a strong mail to Raman and his team, explaining the importance of the client to the business and the need to make his journey and stay comfortable. Raman resists again, to which Aarish threatens to escalate the matter to the company CEO. Following this threat, Raman books the taxi pick up.

Aarish is very upset, since this routine matter has taken 4 days to resolve and caused considerable conflict between him and Raman.

- a) What can you decipher about T&P's culture? Explain with examples from the case. **(5 Marks) (Word limit: 400 words)**
- b) How can this culture be changed? **(3 Marks) (Word limit: 300 words)**