

Reg. No. _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
SECOND TRIMESTER MBA DEGREE EXAMINATION(R&S) FEBRUARY 2020

Course code: 21

Course Name: ORGANISATIONAL BEHAVIOUR II

Max. Marks: 60

Duration: 3 Hours

Part A

Write note on all questions. Each question carries 2 marks

1. Organizational culture
2. Work stress
3. Employee Empowerment
4. Employee counseling
5. International negotiation

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. Creating and sustaining a successful culture is an important way to keep all members of an organization focused on the core values that bring the operation success in its environment. Explain the ways to Sustain Organizational Culture.
7. Explain any five factors that lead to organizational stress in workplace.
8. Elucidate the important considerations in participation
9. Ethical decision making helps to make difficult choices when faced with an ethical dilemma. Explain the steps to ensure ethical decisions.
10. What are the steps for managing multicultural teams? Explain

(3x10 marks = 30 marks)

Part C

Compulsory question, the question carries 20 marks

11. GM established in 1908 at that time the company was the sole car maker dealer in the region, e.g. Michigan, first it was a holding Buick company, till 1920 and it was becoming the world largest motor manufacturing company, the company got a tremendous success during the time of Alfred Salon, due to his leadership the company was producing new style and design car every year, and he had given such concept to the company. The other models of the company were Chevrolet, Pontiac, Buick, and Cadillac. These were the different brand cars which were produced by the company that time, and this way there were no other competitors to compete in the car industry. But with emergence of the Japanese automakers the company felt threatened, specially the emerging of Toyota Japan, which with great extent disturbed the profitability of the GM,

especially in the North American market. In 2001, the sale graph of the GM was in declining trend, because the Toyota had captured the market. This way the GM received loan form American government and Canadian government to support the company in that crises period. During 2009 the company had faced a bankruptcy and had closed several brands and was sold out to China based company. Now the company again got its position in market by restructuring and making change in the company. Now the company is again operating business in the core brands in America such as Chevrolet, GMC, Buick, and Cadillac.

In external forces the GM which was greatly affected by the Japanese company Toyota which emerged as competitor at that time, which greatly disturbed the total profitability of the GM, and the other forces which the company faced was huge financial problem which collapsed the cash flows of the company.

The another force on GM was the high wages to employees as the company was paying \$74 per hour as compared to Toyota \$44 per hour, because GM had an agreement with the trade union. And the GM was compelled to run the plant with minimum 80% capacity whether it was needed or not. These things play an important role in the bankruptcy of the company.

The company ultimately decided to bring or make change in some areas of the business, these included, structural change, cost change, process change and cultural change. Similarly, the company also cut pay of employees which was the major problem for the company. The company has achieved the target of cost cutting up to \$ 15 billion in recent year. GM also changed the culture of the company; the cultural plan was based on top down approach, which ignored totally the involvement of the employees as compared to other companies. The main objective of such change is to speed up the day to day decision making process. The GM also changed the culture to improve the efficiency of the employees and make accountable and responsible one.

The first steps which was taken by the GM is about cost cutting, the company has reduced its cost of some brands to maintain the profit level. The result of cost cutting of GM can be seen from its employment figure for years 1998 to 2009, i.e., from 226000 to 101000 workers, and now the company is concentrating on sale rather than to further cut off, and also the company is deciding to reduce the work force of the factory from 60000 to 40000. And it will certainly lead to cost saving to the company. The GM had also achieved good result from cultural change, and the employees now becoming aware about the responsibility and accountability, as well as the company also empowered the employees to give better productivity through cost cutting cultural change.

Questions:

1. Identify any two strategies adopted for change management by General Motors and justify the result achieved by GM based on Change management.
2. Explain various forces responsible for change in detail.

(20 marks)