

Programme: PGDHRM

Academic Year: 2011-2012

Semester III

Subject: Organisation Culture

Course New

Marks: 70

Date: 27.12.2011

Time: 3.00 p.m to 6.00 p.m

Instructions: Candidate should read carefully the instructions printed on the questions paper and on the cover of the answer Book, which is provided for their use.

Q.1) Attempt any 2**(Marks: 10)**

- a) Discuss the meaning of organizational culture.
- b) Discuss the characteristics of organizational culture
- c) Discuss cross cultural management
- d) Discuss soft vs. hard culture.

Q.2) Attempt any 2 (write short notes)**(Marks: 10)**

- a) Power culture
- b) Assessing cultural risk
- c) Importance of change
- d) External forces for change
- e) Managing ethical behavior

Q.3) Attempt any three**(Marks: 30)**

- a) Discuss the managerial decisions that are affected by culture.
- b) Discuss the basic values that influence organization culture.
- c) Discuss the role of communication in change.
- d) Discuss the reasons for resisting change.
- e) Discuss various steps for sustaining a culture.

Case: Cross-cultural Management

Bill Evans, managing Director of English Foods Ltd., Cardiff was very unhappy after he received a call from the Home Office. He was asked to explain about the discrimination, racial intolerance and harassment meted out to his Indian employees. It all started about three weeks ago when an Indian employee Mira's bangle got caught in the machine and cut her wrist. The safety committee then decided that no one would be allowed to bangles, finger rings, earrings, or necklaces at work. The order was passed with immediate effect. Almost all girls Asian, African and English – wore bangles. After the order, the English and African girls had taken the bangles off. However, most of the Asian girls continued to wear bangles even after the ban.

The supervisor in the food processing unit, Mr. Jack Straw tried to explain to one of his employees Sheila why she should remove her bangles. The conversation went on as follows:

Jack: Sheila, you must have heard about the accident last week when Mira's bangle got caught in the machine and she cut her wrist. I am afraid that you will have to take off your bangles.

Sheila: I am sorry, but I cannot take off my bangles; I am a Hindu wife; the bangles are important to my religion.

Jack: There is an order and I am afraid that you will have to take it off.

Sheila: I will have to ask my husband.

Jack: Come on, Sheila, don't make a fuss. I had to shout at Saroja and Elena to take off their bangles.

Sheila could see that Jack was very angry, so almost in tears, she removed the bangles.

That evening, the conversation among the Indian girls was about bangles. Girls from Africa thought that it was a lot of fuss about nothing. However, many of the girls were very worried.

After going home Sheila spoke to Mr. Singh, her husband.

Mr Singh was a close friend of the regional race relations employment advisor, Mr. Major and he decided to explain things out to him. Mr. Singh explained that "the bangles are not only a mark of marriage but also of the esteem in which a wife is held by her husband. The more the bangles and the greater their value, the higher her esteem and the greater her social standing. The most sentimental part of the whole problem is that women remove their bangles if they are widowed and a fear lurks that the removal of bangles might lead to their husbands, death".

The next week was an anxious time for Sheila. She wore a single bangle every day. Sometimes the supervisor made her take it off. Sheila was sure that she would have to lose her job, and her husband supported her even though her income was needed.

After several weeks of consultations with workers unions and supervisors, Mr. Evens decided that the ban on the wearing of bangles and dangling exterior jewelry would have to be enforced. It was however decided to permit the wearing of wedding rings and nose rings.

Soon after the ban was imposed, Sheila and her husband attended a meeting held by an organization called the Asian Advisory Committee (AAC). This organization was set up to help members of the Asian Community.

Within a few days, Sheila's connection with Mr. Major and the AAC helped her to present her case before the Home Office alleging discrimination regarding race, intolerance and harassment. Mr. Bill Evens, Managing director, English Foods Ltd. was summoned before the select committee of the Home Office where he had lot of explanation to do.

Questions

- a. If you were Bill Evens, how would you have handled this case? (7)
- b. Do you feel that English Foods Ltd. discriminated against its Indian workers? Give reasons. (7)
- c. If you were the MD of English Foods Ltd., how would you explain the matter to the Home Office? (6)