**Organisation Culture**

**September 2022 Examination**

**Q1. What are organisational values? Please outline the relationship between organisational values and culture. Please substantiate your answer with a contextual example. (10 Marks)**

**Ans 1.**

**Introduction**

The heart of organizational culture lies in the values of an organization. Values are a set of beliefs and ideals shared by individuals in an organization. These values develop the behavior and attitude of the organization’s individuals. For example, Tata Motors lay emphasis on a set of values that are centred on innovation, integrity, customer satisfaction, and concern for the environment. The values of an organization hold no relevance unless they are incorporated in practices. No organization can build a culture without having strong vision, mission, values and people. As vision builds a strong corporate culture, an organization needs to have a vision

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**Q2. What is employee engagement ? What is the relationship between employee engagement and organisational culture ? Please provide context through a suitable example. (10 Marks)**

**Ans 2.**

**Introduction**

An employee is a person hired to do the given work in return of payments. The employer appoints the employee to do a specific assigned work. Employees should pertain certain type of qualities like responsible, reliable and also with good communication skills etc. A valuable employee is always dedicated towards the given assigned work and uses their skills and attitude to improve their performance and positively influence their work environment.

Employee engagement is basically a level of enthusiasm and dedication an employee feels towards the given task or their job. Employee engagement is strength of the mental and

**Q3. Over the past few years, the profitability of Mobius Ltd has been significantly declining against the expected projections mainly due to aggressive competition and economic hardships that characterize the market. In addition, results from a recently conducted cultural/employee attitude survey indicated that Mobius Ltd employees lack cohesion, motivation, commitment. The organisation’s engagement quotient scores were below the sector benchmark of competitor organisations. During the last organisational engagement survey track action planning, staff found it challenging to engage in a meaningful manner with the action planning process. The company has a rank & file structure in place and is hierarchical in its approach.**

**More importantly as indicated in the engagement survey, employees at Mobius Ltd seems to have significantly low levels of job satisfaction, teamwork, trust (among themselves and the management), and expectations for future advancements (promotions and rewards).**

**On the same note, there was a 30% increase in pilfering of company resources as evidenced from the analysis of company data, an all-time high absenteeism rate to add to the woes of the company . The 18% increase in last year’s staff turnover is also an issue that needs to be addressed. Considering these issues, the CEO of Mobius Ltd strongly suggested that there is need for change if the company is to survive the current unforgiving market and economic trends.**

**This he attributed to the fact that the current culture adopted by the company was the root cause of the poor performance exhibited by the company. As such, an external party report has been necessitated by the need to identify, analyse, and solve the cultural and behavioural issues that affect Mobius Ltd.**

**Questions:**

**a. What would you define as some key cultural attributes of Mobius Ltd? (5 Marks)**

**Ans 3a.**

**Introduction:**

Cultures are either created organically or through deliberate and consistent planning and action. The best organizations understand their culture and take careful steps to manage and promote it effectively. Organizational culture includes the mission and objectives along with values, leadership and employee expectations and also

**b. The HR Head has been tasked, to provide a detailed culture journey plan for the organisation with outcome milestones and indicative timelines. How would you approach this task and what would you do? (5 Marks)**

**Ans 3b.**

**Introduction**

Culture plays a vital role in organizations overall development may be productivity or attaining its goals and objectives. It is very important that we look into the matter seriously if the culture of the organization is not well fitted as per the requirement. Sometimes it is required to change the current culture of the organization to improve employee satisfaction which by default leads to