**Organisation Culture**

**December 2023 Examination**

**1. Culture can be a double-edged sword, serving as an asset or a liability for an organization. Analyse the concept of "culture as a liability" with respect to its potential negative effects on organizational performance, employee behaviour, and overall organisational engagement outcomes. Provide an example of a company that has experienced culture-related liabilities and analyse the reasons behind the challenges. (10 Marks)**

**Ans 1.**

**Introduction**

Organizational culture, often described as the lifeblood of a company, is a complex tapestry of values, beliefs, and practices that shape how employees interact, make decisions, and perceive their roles. While a positive culture can drive innovation, foster collaboration, and enhance overall performance, it can also, paradoxically, become a liability. When misaligned with the organization's goals or the external environment, culture can hinder adaptability, breed complacency, and even perpetuate harmful behaviors. Such a culture not only affects

**2. Identify and debunk three common myths about organizational culture. Provide a detailed explanation of each myth and support your arguments with real-life example or a case study that illustrate the negative impact of believing in these myths. (10 Marks)**

**Ans 2.**

**Introduction**

Organizational culture, often described as the lifeblood of a company, is the set of shared values, beliefs, and practices that shape the behavior of its members. It is the invisible hand that guides the actions, decisions, and interactions of employees, influencing everything from productivity to job satisfaction. However, as with many complex concepts, there are numerous myths surrounding organizational culture. These myths, if believed and acted upon, can lead to misguided strategies, misaligned priorities, and even organizational dysfunction. Understanding and debunking these myths is crucial for leaders and managers who aim to

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**3.a. Analyse the role of communication in the process of changing organizational culture. How can leaders effectively communicate the need for change, foster employee engagement, and overcome resistance during times of significant transformation? (5 Marks)**

**Ans 3a.**

**Introduction**

Communication stands as the cornerstone of any successful organizational change, especially when it pertains to shifting culture. As organizations evolve, the need to adapt and modify the prevailing culture becomes imperative. However, the process of change is often met with resistance, skepticism, and apprehension. Leaders, in their pivotal role, must harness the power of effective communication to navigate these challenges. This discourse will explore

**3.b. Analyse the risks and benefits of cultural alignment in mergers and acquisitions, citing a real-world example. How can leaders effectively balance cultural differences to achieve successful post-merger integration and preserve the strengths of each organisation involved? (5 Marks)**

**Ans 3b.**

**Introduction**

Mergers and acquisitions (M&As) are strategic moves that companies undertake to achieve growth, diversification, or competitive advantage. While financial and operational aspects are often at the forefront of M&A discussions, the significance of cultural alignment cannot be understated. Cultural integration plays a pivotal role in determining the success or failure of such ventures. This discourse will delve into the risks and benefits of cultural alignment in