**Organisation Culture**

**April 2024 Examination**

**1. Reflect on an organisation you are familiar with, whether through firsthand experience, academic case studies, or widely available information. In this organisation, are employee engagement, sense of ownership, and commitment to organizational goals notably strong? Could these positive traits be indicative of how property rights are organised to fortify the culture of the organization? (10 Marks)**

**Ans 1.**

**Introduction**

The exploration of organizational culture and its impact on employee dynamics is a profound and intricate subject. For this reflection, I have chosen an organization that exemplifies the quintessence of a strong organizational culture, marked by high employee engagement, a deep sense of ownership, and unwavering commitment to organizational goals. This particular organization, well-known for its innovative approach and globally recognized brand, offers a compelling case study. The core question here is whether these positive traits are a byproduct of how property rights are structured within the organization, thereby reinforcing its culture. This discussion delves into the nuances of how property rights, often overlooked, can play a pivotal role in shaping the ethos and effectiveness of an organization's culture. By examining this interplay, we can uncover valuable insights into the mechanisms

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**2. Investigate how organizational ethics and the culture of an organisation interact with and influence each other. Could the integration of ethical principles and values within the organizational culture serve as catalysts to instil a sense of integrity, trust, and responsibility among employees? (10 Marks)**

**Ans 2.**

**Introduction**

Organizational culture and ethics are two interwoven aspects of any business environment, each exerting a profound influence on the other. At the heart of this relationship lies the understanding that the ethical principles upheld by an organization shape its culture, while the prevailing culture in turn reinforces these ethical standards. This dynamic interaction forms the basis for establishing an environment that promotes integrity, trust, and responsibility among employees. The integration of ethical principles into the organizational culture not only guides employee behavior but also sets a standard for decision-making and interactions

**3. Zion Inc. is a successful technology company known for its innovative products and services. However, the organization has recently encountered challenges with declining employee performance and low workplace engagement (bottom quartile engagement score in the sector benchmarking exercise) . The leadership team recognizes the urgency to address these issues and takes the initiative to focus on reshaping the organizational culture and leadership practices.**

**The current culture at Zion Inc. revolves around a number driven sales pitch, high-pressure work environment that places significant emphasis on individual achievements rather than teamwork. This approach has led to a lack of collaboration and effective communication among different teams, resulting in inefficiencies and a sense of disconnection among employees.**

**To initiate the journey of cultural transformation, the leadership team introduces a series of strategic interventions. Primarily, they emphasize the significance of collaboration among employees. They form cross-functional teams that promote knowledge-sharing, problem- solving, and collective decision-making, with the aim of breaking down existing silos and fostering a culture of unity. Recognizing the importance of shared values, Zion Inc. reevaluates and refines its core principles. The leadership ensures that these values resonate with the employees and serve as guiding principles for decision-making and behaviour, fostering a keen sense of purpose and direction for the entire organization.**

**Furthermore, to enhance leadership effectiveness in driving cultural change, the leadership team undergoes training in transformational leadership. This training equips them with the necessary skills to inspire and empower employees, foster open communication, and create a positive and motivating work environment. To gather valuable insights from employees, Zion Inc. establishes various feedback mechanisms, including surveys, suggestion boxes, and open-door policies. These mechanisms encourage employees to share their ideas, concerns, and suggestions for improvement, empowering them to actively participate in shaping the organizational culture.**

**In addition, the company introduces a recognition and rewards program to celebrate employee achievements and contributions. This initiative is designed to boost employee morale, motivation, and overall job satisfaction, reinforcing a positive work culture. As a significant step towards enhancing the workplace environment, Zion Inc. embarks on a "Great Place to Work" certification journey. The company aims to attain this prestigious certification by implementing practices and policies that enhance workplace culture, employee satisfaction, and well-being. Through anonymous employee surveys and feedback, Zion Inc. assesses its strengths and areas for improvement, further contributing to the cultural transformation.**

**a. Zion Inc. aims to measure the effectiveness of its cultural interventions and the "Great Place to Work" certification on employee engagement and business performance. As the People & Culture Business Partner, suggest key performance indicators (KPIs) for leadership to assess the impact of these interventions in driving positive organizational outcomes.**

**(5 Marks)**

**Ans 3a.**

**Introduction**

Zion Inc.'s commitment to reshaping its organizational culture and leadership practices marks a pivotal step in addressing the challenges of declining employee performance and engagement. As the People & Culture Business Partner, the task of developing key performance indicators (KPIs) is crucial to measure the effectiveness of these strategic interventions. These KPIs should provide a comprehensive view of how the changes impact

**b. Discuss the role of leadership in driving the cultural transformation at Zion Inc. How can effective leadership align the culture with the company's values and inspire employees to embrace the new cultural norms, particularly in the context of the certification journey? (5 Marks)**

**Ans 3b.**

**Introduction**

The leadership at Zion Inc. plays a pivotal role in the cultural transformation process, particularly in aligning the company's culture with its redefined values and guiding employees through the journey toward the "Great Place to Work" certification. Effective leadership is not just about initiating change; it's about inspiring and maintaining momentum for this change. Leaders must embody the new cultural norms and values, acting as role