

VAJIRAM IAS TEST SERIES

(Question No.)

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Q1
(a)

Femine model of Organisation

The characteristics of the organisation are derived from the ^{its} name - 'feminine' and marks an organisation based on woman's values - love, trust, care, affection.

It means the organisation culture is the shared set of norms that govern its interactions both inside and outside the organisation are based on these values.

Features of such organisation :

(i) Employee centered leadership style,

based on motivation, recognition, participation, encouragement and trust rather than authoritarian and 'carrot and stick' approach.

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(i) Care towards the society
focuses upon a healthy relation with the external environment in terms of positive contribution which can be in form of minimal pollution, employment generation, compliance with rules and regulations.

(ii) Customer orientation

ADVANTAGES

- Creates Employer brand
- Feeling of trust between employee and employee
- Higher prestige in society

LIMITATIONS

- Lack of authoritarian/punishment/coercion can be taken advantage by lazy and irresponsible employees
- Lack of 'killing edge' may prove detrimental in stiff competition

Feminine model of organisation is suitable for commonwealth and

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service oriented organisations such as hospitals, NGOs, etc.

Successional crisis

Successional crisis refers to situation where organisation finds itself with no suitable successor/leader to lead the organisation.

When can it occur?

- (1) Sudden death/^{resignation} of the leader of organisation
- (2) Failure of HRD policy to develop future leaders
- (3) Prominent in functional organisational structure where departmental heads have narrow functional focus and lack ~~of~~ ~~an~~ wide experience.
- (4) In line organisations where entire organisation is dependent

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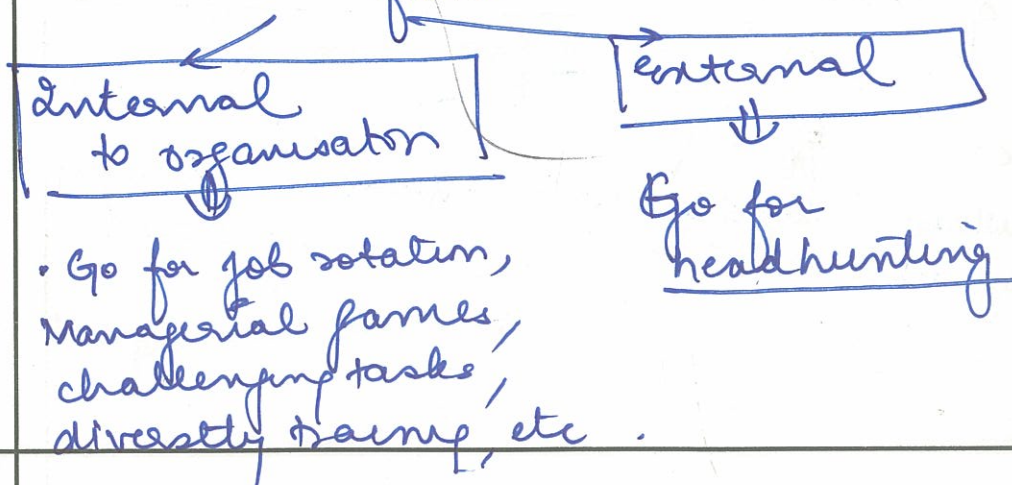
on only 1 person.

Successional crisis needs to be avoided at all cost as an organisation without a leader is a ship without a compass and can bring complete chaos disorder and even death of organisation.

Strategies to avoid it :-

- ① Futuristic HRD policy who ~~to~~ identifies employees with leadership potential and focuses on executive development.

Leader can be from



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- (2) Managerial development
- (3) Job rotation
- (4) Retention of best talent.

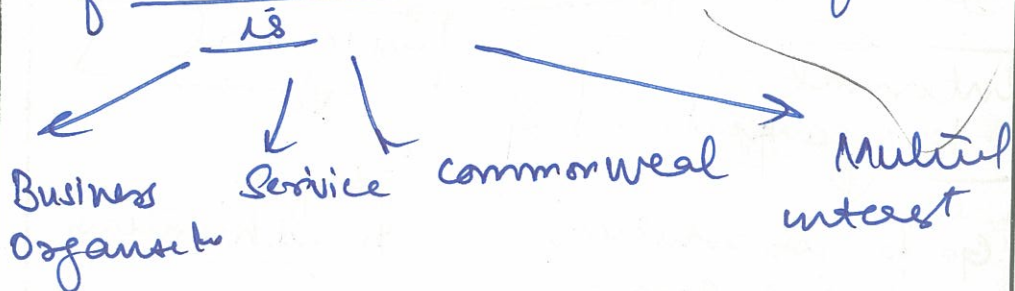
glw

1 (d)

Cui Bono Organisational typology

It is a method to classify organisations for easier analysis and understanding on the basis of the BENEFICIARY of organisation. This typology is by Blau and Scott

Organisation classified on basis of who the ultimate beneficiary



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Business organisations

are the organisations where ultimate beneficiaries are the shareholders

eg: Infosys, ~~Wipro~~ Tata, etc

Service organisations

where ultimate beneficiaries are the customers eg: Restaurant, hotels, etc.

Mutual interest

are cooperative kind organisations where it's for mutual benefit of the members

eg: Mother Dairy, Amul.

Commonweal organisations

are organisations where ultimate beneficiary is the society eg: police, hospitals, etc

gla

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Q1
(e)

Authentic leadership

Authentic leadership is based on transformational approach where leader sets personal examples and able to transform the follower. Characteristics of such leadership:-

- ① Sets personal examples
- ② Inspires the workers
- ③ Has genuine interest in the well being of the employee
- ④ motivates to achieve ground breaking results

②

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Quality of work life

This concept was propounded by Louis Davis and means the total relationship which employee has with work environment which has a favourable influence on his personal life, productivity, job satisfaction.



QWL is characterised by

- work life balance
- job satisfaction
- job involvement
- lack of stress
- productivity.

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The importance of ensuring QWL has favourable impact for organisation and the employee which leads to increased production, efficiency, retention of talent and employee brand.

Strategies for QWL :

- 1) Fair compensation
- 2) Cordial superior-subordinate relations
- 3) Opportunities for growth
- 4) Flexitiming, flexiplace, regular leave provisions

Eg: Johnson and Johnson showed that employees who took ~~of~~ use of flexitime and work from home had reduced absenteeism.

- 5) Job enrichment
- 6) Facilities at workplace eg: canteen, creche, games, etc
- 7) Interesting work

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The employer brand companies like Yahoo, Google, Apple provide emerging methods of OWL such as Apple has meditation room where employees can meditate. Google allows jeans and bringing pets to workplace.

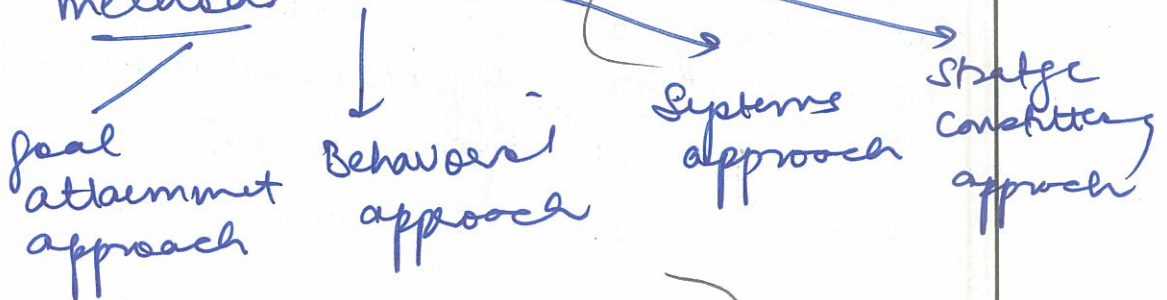


Q5(b)

Organisational effectiveness

Organisational effectiveness refers to high performing organisation and the extent to which organisation achieves its goals.

It can be identified by multiple methods



GOAL ATTAINMENT

the extent to which the organisation

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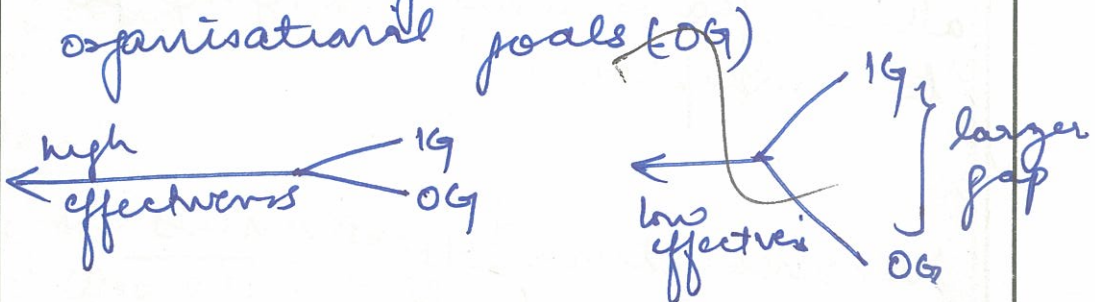
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achieves its objectives.

BEHAVIORAL ~~THE~~ APPROACH

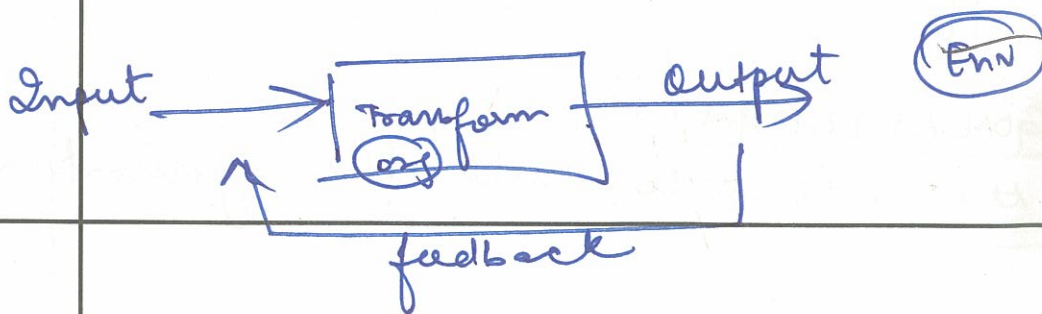
by McGregor: consider effectiveness on the basis of congruence between individual goals and the organisational goals (OG)



It is degree to which individual employee identifies and is committed to the goal

Systems approach

Considering an organisation an open system, effectiveness determined by ~~the~~ effectiveness in interaction with the environment



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effectiveness in procurement of input, provision of output, conversion of input to output, adapting to environment, etc.

Strategic constituency

the extent to which an organisation achieves the goals of the most strategic constituency (part of its environment) which is critical for success of the organisation e.g. customers, shareholders, suppliers, etc.

Despite differing definitions on what is organisational effectiveness, few common characteristics of effective organisations are achievement of goals, motivated workforce, dynamic and adaptable organisation, positive organisational culture, etc.

2

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Q5(c)

E-age leadership refers to electronic age leadership. The current generation is an electronic and ICT based generation and the environment is characterised by continuous changes in ICT and electronic world.

Therefore the organisations have to be innovative, dynamic and adaptable which requires following characteristics of e-age:-

① Leadership which inspires creativity, innovation

② Employee centered form of leadership be participative, inspiration, decentralisation based

③ less authoritarian

④ Motivation through collaborate learning rather than fear-objection

For example: Steve Jobs, Sundar Pichai

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Q5(d)

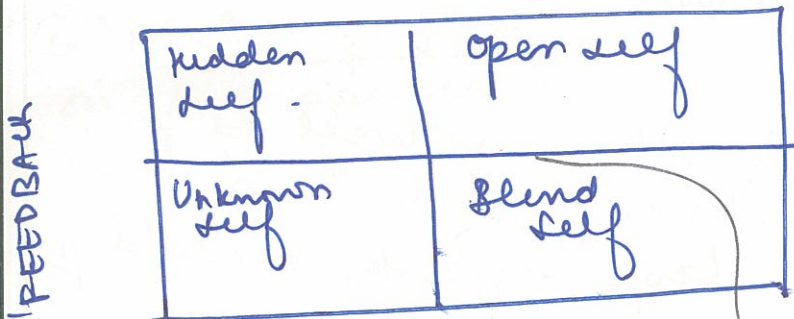
Johari Window

It is a model developed by Harry Luft and Joseph S. Lehmann which has 4 quadrants which denote the interdynamics of a person.

A person's awareness of self depends on

Taking feedback from others

Taking Disclosure about himself



DISCLOSURE

It is a model to understand a person in Transaction Analysis.

Utility of Johari Window

(i) If a person is Blind self

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ie ~~to to~~ he discloses but doesn't take feedback - hence this person should take feedback and enhance awareness about self.

- (i) Hidden self means he takes feedback but doesn't disclose ie he is self aware but others don't know about him. Hence he should enhance disclosure.
- (ii) Unknown self ie he himself and others don't know about him. Hence enhance both feedback and disclosure.
- (iii) Open self - others as well as himself know about him. Therefore best style for leadership, communication and teamwork.

Therefore, Johari Window can help understand the dynamics of a person and lead to better group cohesiveness, teamwork, communication and leadership.

5W

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Q5
(c)

Source of Power

Source of power refers to 'from where' is the power derived. It includes

(i) Referent power: power derived from ability to give rewards!

(ii) Expert power
power derived from the expertise to do a task in a person.
Eg: Steve jobs in management, leading and coding!

(iii) Position power
on the source is the position held by a person in the organisation. Higher the position eg: CEO, MD - higher the position power.

(iv) Legitimate power
power derived from the rules and regulations.

(v) Coercive power
power from the ability to

These are basis of power not sources of power.

(2)

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punish and impose penalties.

Q4
(a)

ORGANISATIONAL DESIGN

refers to the process of selecting and managing the structure and culture of the organisation.

Challenges faced in deciding the organisation design are:-

- ① Balancing differentiation and integration
- ② Balancing centralisation and decentralisation
- ③ Balancing standardisation and Mutual adjustment
- ④ Balancing formal and informal organisation

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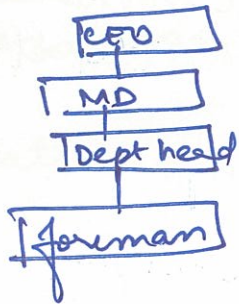
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(1) ~~How~~

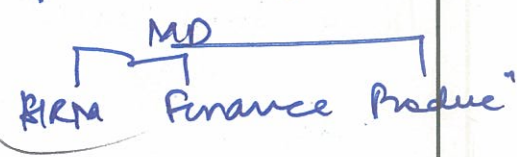
Balancing differentiation and integration

Differentiation refers to the the segmentation of a system into subsystems. It can be

Vertical Differentiation
establishing hierarchy of authority and determining authority responsibility relation across various levels



Horizontal Differentiation
segmentation on the same level in organization can be on basis of function, product, region



Integration refers to the degree of unity of effort between various subsystems which can be through liaison officer, task force, integrating manager, lenses like a linking pin.

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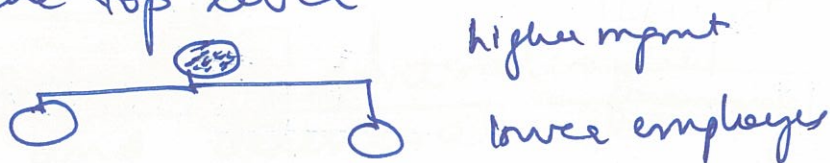
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Challenge is to identify the level of differentiation and integration required as differentiation provides specialisation, efficiency clearly of goals but integration is also necessary to avoid narrow functional focus, coordination, and avoid conflicts.

Both require time, cost and effort and achieving balance is challenging

(2)

Balance centralisation & decentralisation
Centralisation refers to concentration of decision making authority at the top level



Disadvantages of over-centralisation

- are
- increased workload of top managers
 - lower motivation of employees
 - less dynamism and adaptability of organisation.

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Decentralisation: dispersal of decision making authority across lower levels.

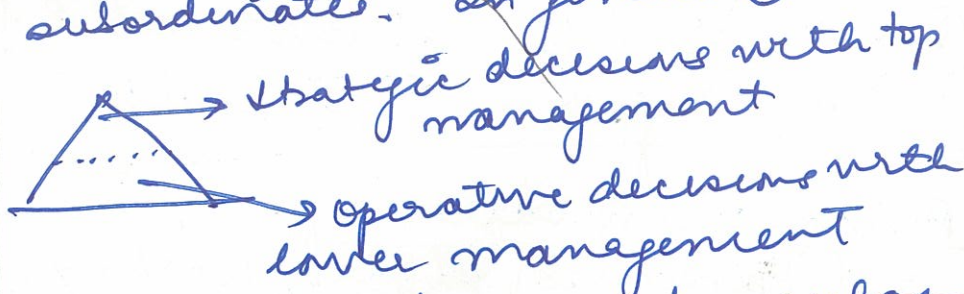


decision making authority spread.

Disadvantages of over-decentralisation:

- Chaos, disorder
- No authority at top
- functional goals become more important than overall goals.

Absolute centralisation and decentralisation is impossible. A balance needs to be brought as per the environment, nature of work, ability of the subordinates. In general



accompanied by MIS for regular checks and balances is required.

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③ Balancing standardisation and mutual adjustment
standardisation refers to conformity with established rules and regulations which lead to

😊 rationality, efficiency, scientific way of doing things

But,

☹️ also leads to rigidity, less dynamism, and innovation.

on the other hand,

mutual adjustment is flexibility as per the demands of the situation to better respond to customer needs.

④ Balancing formal organisation and informal organisation

Formal organisation refers to predetermined style of working with well delineated jobs, authority and responsibility.

Informal organisation refers to

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complex web of relationships that ~~occur~~ are unauthorised and unofficial which arise due to informal relations between and social interactions amongst members.

Advantages of Informal Organisation

- Help in change management
- Faster communication
- Shock absorber
- Decrease workload of top management

Disadvantages of ~~for~~ Informal Org

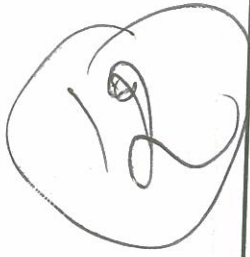
- Rumour mongering
- Disorder and chaos
- ~~group~~ group norms can resist change.

Lower managers should focus on leveraging the informal organisation by recognising it and strengthening its positive role. For eg: Toyota uses informal organisation to train workers. TCS has Maitreyi for strengthening it.

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Therefore the above mentioned challenges and balancing different aspects of organisation become a difficult task. Deciding span of control, right form of organisation, e.g. matrix, network, culture perpetuation are further challenges.

Management should be guided with ensuring organisational effectiveness and adaptation to the environment to ensure optimum organizational design.

too much
of
work
utilised

Q4(b)

Max Weber's Bureaucracy refers to the institutional mechanism for legal rational authority & it is impersonal working based on rules and regulations.

The suitability of Weber's model to

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India can be analysed on the ~~bas~~ after comparing its advantages and limitations.

~~ADVANT~~

Weber's Bureaucracy is based on rules and regulations based working, strict hierarchy of authority, division of work, technical competence and official filing system.

ADVANTAGES of ~~Bure~~ Bureaucy

- Brings rationality and objectivity in behaviour
- Eliminates scope of emotions, bias
- Scientific way of doing things by adopting the best method
- Efficiency

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Therefore in developing country like India, Bureaucracy or rules and regulations based working is highly desirable in official positions and work like granting of tender, selection of candidates on basis of merit etc where bias, susceptibility can lead to irrational decisions, corruption, etc.

Limitations of Bureaucracy

- Brings Rigidity
- Hinders innovation
- Lacks human orientation
Considers humans as machines which lack socio-psy needs
- Ignores external environment changes
which may require dynamically adaptation.
- Goal displacement if rules are

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overemphasised over the goals.

Therefore Bureaucracy is unsuitable for organisations operating in highly dynamic environment which requires adaptation or where customer needs are to be prioritised. Also bureaucracy is unsuitable for knowledge industries where innovation and R&D is required. Also in government organisations, excessive emphasis on rules can bring in Red tapism, policy paralysis and culture of shifting the file.

CONCLUSION

Applicability to India: ~~the~~

Bureaucracy / rule based working is highly suitable for few instances where decisions should

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be as per rules eg: franking
tenders, collection of tax
while highly unsuitable where
dynamism and adaptability
is required. Therefore
its use should be as per
the needs of the situation,
goals of the organisation and
nature of work.

Q4(c)

Myers and Briggs type
indicator
is a personality test which
~~it~~ categorises a person's
personality ~~or it~~ in 16
categories. This personality
test was developed by Myers
and his daughter Briggs.

WORKING :-

The candidate is required to

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answer ~~200~~ 200 objective kind questions which would help unravel his personality.

The personality is categorised on basis of 4 criteria:

(i) Extroversion/Introversion

extent to which person feels comfortable in group or likes to be on his own.

(ii) Intuitive

Sensing / Judging

whether he takes his decision by objective criterion or subjective

(iii) Thinking / Feeling

degree of application of thought (rationality) or heart (emotion)

(iv) Judging / Intuition

extent of intuition involved in taking decisions.

Example

ESTJ personality type is

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introverted, sensing, thinking and feeling.

Utility of the test :-

(1) Helps in recruitment and selection

HR manager can identify the optimum personality required for the job and recruit the most suitable candidate as per the test results

(2) Training and development to find the gap b/w actual personality and required personality for job

(3) Career succession, promotion and transfer

Therefore MBTI test can help in analysing personality of a person which can be used to take various HR decisions

6

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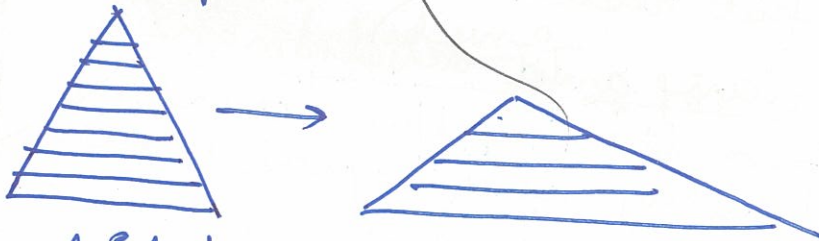
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Q 8 (a)

Impact of IT on organisational design and structure :-

① IT has impacted the organisational design positively through following ways:-

(i) Flatter organisations by increasing span of control, e-supervision etc



which has positively impacted costs, efficiency, communication and worker motivation.

(ii) Lateral coordination: Interaction among functional specialists have enhanced leading to better coordination and integration eg: videoconferencing

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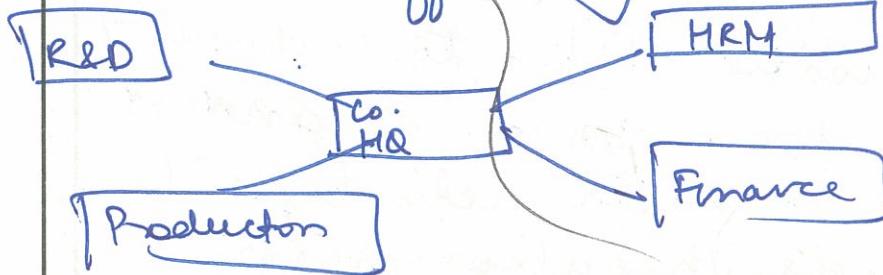
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between finance manager and marketing manager

(iv) Newer organisational structures

eg: Vertical organisation
has increased outsourcing leading to reduced costs and enhanced efficiency.



Example: Nike, Adidas have outsourced production and took advantage of labour arbitrage by ensuring connection through ICT.

(v) Reduced Workforce Requisition

Robots/^{machines} have the capacity to replace workforce and enhance efficiency and reduced wage cost

Example: Major banks are computerising operations to reduce costs.

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(v) Organisation wide controls through ERP - Enterprise Resource planning

(vi) Increased innovation and creativity due to advanced MIT

Organisations need to continuously scan the environment and adapt to major technological changes. This also requires faster change management, leaner organisations and cultivation of creativity and innovation in organisation.

Eg: After demonetisation and push of e-money, installation of POS machines.

However detrimental impact of IT are

- Increased technostress

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- Creation of information silos in organisation
- Lack of personal touch
Eg. e-commerce websites lack personal touch as compared to brick and mortar shop
- Redundant workforce and challenge of lay off, casual employment and labour union demands
- Dependence on Internet
With internet of things and computerisation, any power outage can bring entire organisation to a standstill

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Conclusion, therefore IT has impacted org structure and design both positively and adversely. Continuous environmental scan to adapt and leverage its future potential is required.

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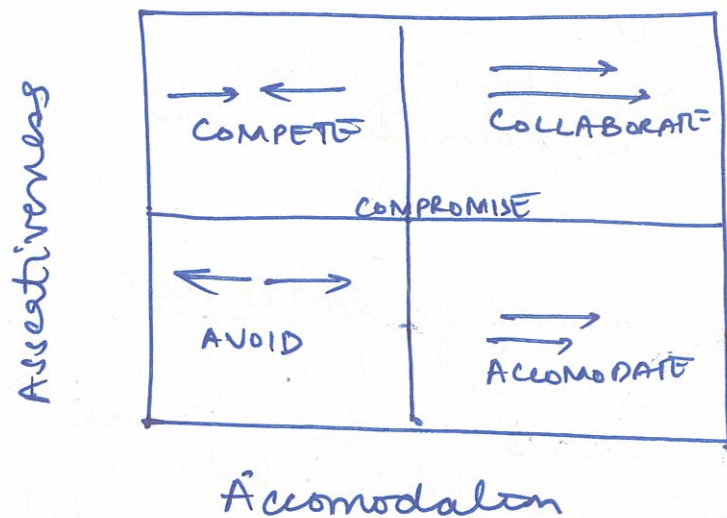
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Q8
(b)

Thomas & Kilmann

Thomas Kilmann has given 5 strategies to handle conflict :-



Compromise is on the middle road where both the parties compromise their own interests and adopt a middle road which is mutually acceptable to both parties.

In most cases, the best approach

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is collaborate - win-win approach which leads to to maximisation of interests of both parties.

However, the approach adopted should be as per the demands of the situation.

For eg.:

~~AVOID~~

COMPETE is best used in highly competitive environment where firm has a competitive advantage and can enhance its market share.

ACCOMMODATE is suitable when there is time crunch or the other party's support is critical to the survival of the organisation.
example: accepting the demands of the trade union.

Considering, the personality differences in China and US,

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	CHINA	USA
Features	<ul style="list-style-type: none"> • Relation based on trust • <u>collectivism</u> • spirit of accommodation 	<ul style="list-style-type: none"> • Relation based on own interest • <u>individualism</u> • spirit of competition
STYLE	Accommodate, Collaborate and Compromise	Compete and avoid

Therefore cultural differences can lead to different conflict resolution styles. But the best in situations is the WIN-WIN approach i.e. Collaborate and compromise to ensure healthy relations and spirit of cooperation.

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(Question No.)

Q8
(c)

Human personality is shaped by various factors including

- Biological factors
- Cultural factors
- Motivations
- Traits and Abilities
- Self-schema
- Situation

Biological influences include

- Effect of height/weight/health on personality
- Carl Jung's Psychological type which means naturally preferred way of directing one's energy
- Genetic factors
children often can have parents' traits on base of genes

Cultural influences include
the effect of society, education,

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friends, acquaintances or a person.

How cultural influences are stronger?

Biological factors cannot be changed and as per how the person is born, however cultural factors can remake the personality of the person through continuous reinforcements.

For example

- A fair / dark complexioned girl (Biological factor) can be have impact on the personality on the basis of the CULTURE / SOCIETY influence - whether society puts fair / dark skin in high regard.

5h

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Q3
(b)

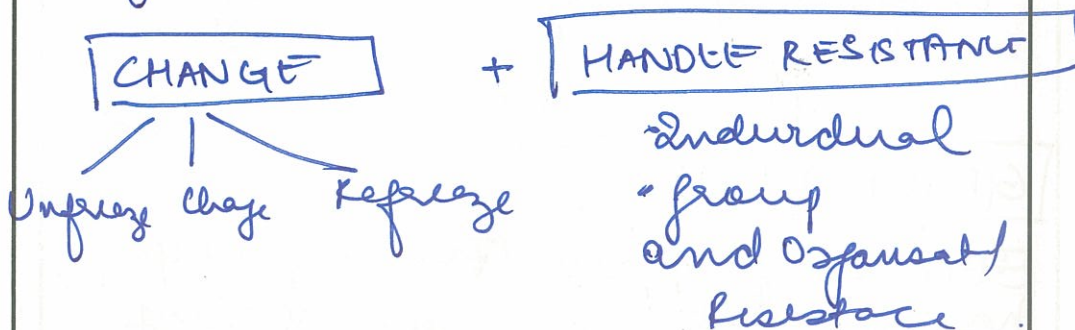
CHANGE MANAGEMENT

comprises of

- Handling the change
- Handling the resistance to change

William Kruger in his Iceberg model of change management says that managers often only focus on the tip of ~~the~~ the iceberg (handling change) while 90% task is to handle the resistance i.e. changing ~~the~~ behaviour, perceptions of members

Therefore change mgmt includes



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**INDIVIDUAL
GROUP
AND ORGANISATIONAL
RESISTANCE**

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(Question No.)

Levels of Resistance

(Taking government organisation as example)

INDIVIDUAL LEVEL

due to

- Economic reasons - skill obsolescence, ^{loss of} job
- Psychological: status psychosis
- Social reasons: departing from social group

For example:

In a government PSU, an individual worker may resist modernisation of computerisation worrying that he would lose his job due to inability to cope up with change.

GROUP LEVEL

Elton Mayo said that a group has social norms and any

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change if it leads to affecting the group norms may resist change.

For eg: In bureaucracy in govt department, greater transparency/RTI can be resisted by ~~lower~~ members, of fear that they they could be held accountable and change 'usual way of doing things'

ORGANISATIONAL LEVEL

Resistance due to

- Resource constraint
- Sunk cost
- Resistance from opposition of lower structure

For eg: greater push in social sector expenditure, govt departments may find itself in financial resource crunch.

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(Question No.)

Should have focused little more on govt. organizations

11

Therefore like in all organisations, ~~govt~~ government organisations can resistance the the employees (loss of jobs), bureaucracy (change in way of doing things) or resource crunch etc.

Therefore, handling resistance through 2 way communication, facilitation and support, gaining support from informal leaders, manipulation and coercion (kam dam dand bhed), education and training can be fruitful in handling such resistance,

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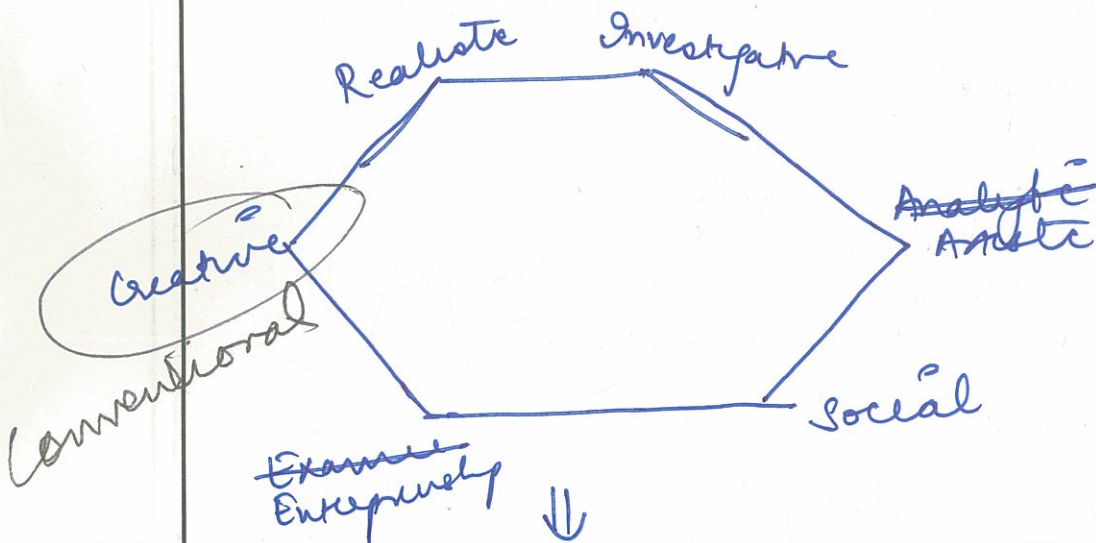
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Q3
(c)

JOHN HOLLAND TYPOLOGY OF PERSONALITY

As per John Holland, maximum satisfaction and highest productivity can be achieved if there is congruence between personality and job.

9



Personality can be divided into 6 parts as mentioned above:-
A person should be assigned to the job which is congruent to his personality type or adjacent

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to the personality type in the hexagon.

For example

Artistic and Clerical are on opposite ends.

Therefore one can't expect an artistic person (MF Hussain) to do a clerical task due to differences in personality type.

Utility of theory

Therefore to ensure 'right man at the right job' or 'individual - job fit'

personality of person needs to be matched with job characteristics.