

NMIMS Centre for Distance and Online Education (NCDOE)

Course: Organisation Culture

Internal Assignment Applicable for Jun 2026 Examination

Assignment Marks: 30

Instructions

- *All Questions carry equal marks*
- *All Questions are compulsory*
- *All answers to be explained in not more than 1000 words for question 1 and 2 and for question 3 in not more than 500 words for each subsection. Use relevant examples, illustrations as far as possible*
- *All answers to be written individually. Discussion and group work is not advisable.*
- *Students are free to refer to any books/reference material/website/internet for attempting their assignments, but are not allowed to copy the matter as it is from the source of reference.*
- *Students should write the assignment in their own words. Copying of assignments from other students is not allowed*
- *Students should follow the following parameter for answering the assignment questions*

For Theoretical Answer	
Assessment Parameter	Weightage
Introduction	20%
Concepts and Application related to the question	60%
Conclusion	20%

For Numerical Answer	
Assessment Parameter	Weightage
Understanding and usage of the formula	20%
Procedure / Steps	60%
Correct Answer & Interpretation	20%

PLEASE NOTE: This assignment is application based, you have to apply what you have learnt in this subject into real life scenario. You will find most of the information through internet search and the remaining from your common sense. None of the answers appear directly in the textbook chapters but are based on the content in the chapter

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Q1 A large multinational corporation has recently noticed that while its dominant culture emphasizes innovation and collaboration, several departments—such as finance and production—have developed strong subcultures focused on risk aversion and strict adherence to procedures. This has led to communication gaps and occasional conflicts between teams, affecting project outcomes. The HR manager is tasked with bridging these cultural divides to maintain organisational cohesion and performance. Based on the scenario, how should the HR manager apply Schein’s model of organisational culture to address the growing disconnect between the dominant culture and emerging subcultures in different departments, ensuring alignment with the company’s core values and overall objectives?

(10 Marks)

Q2 A multinational corporation with offices in several countries has developed a strong dominant culture centered on innovation and customer focus. However, each regional office has developed its own subculture, shaped by local customs, market conditions, and leadership styles. While these subcultures have enabled local responsiveness, they have also led to inconsistencies in customer experience and internal communication. The executive team is debating whether to enforce stricter cultural uniformity or to allow greater autonomy at the local level. Critically assess the challenges and opportunities presented by the coexistence of dominant and subcultures in a large, geographically dispersed organisation. How should leadership balance the need for a cohesive organisational identity with the benefits of localised subcultures, and what improvements would you suggest to optimise both?

(10 Marks)

Q3 (A) A fast-growing technology startup has built a strong culture based on empowerment, innovation, and open communication. As the company expands into new markets and doubles its workforce, leaders are concerned about maintaining the core values that have driven their success. With new teams forming and diverse backgrounds joining, there is a risk that the original culture may weaken or fragment. Develop a model for sustaining a strong organisational culture during rapid growth and expansion, without

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diluting the existing culture.

(5 Marks)

- Q3 (B)** A financial services organisation is seeking to evaluate how its dominant culture of customer-centricity and its various departmental subcultures contribute to overall performance. Leadership wants to implement a system of KPIs that not only measures business outcomes but also reinforces desired cultural attributes and behaviours throughout the organisation. Design a set of key performance indicators (KPIs) that can be used to measure the effectiveness of the organisation culture.

(5 Marks)
