

MANAGEMENT PROGRAMME**Term-End Examination****December, 2007****MS-26 : ORGANISATIONAL DYNAMICS***Time : 3 hours**Maximum Marks : 100**(Weightage 70%)*

Note :

- (i) *There are two Sections A and B.*
 - (ii) *Attempt any **three** questions from Section A. Each question carries 20 marks.*
 - (iii) *Section B is **compulsory** and carries 40 marks.*
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SECTION A

- 1.** Why do individuals join a group ? Describe the stages of group development and the effect of group processes on performance.
- 2.** Differentiate between Stress and Burnout. Describe the sources and stages of Burnout. Discuss the remedial measures.

3. Define and differentiate between decentralisation and delegation. Citing few examples, discuss how decentralisation and delegation help in improving organisational effectiveness.
4. Discuss the importance of Diversity Management in organisations. Describe different approaches in dealing with diversity.
5. Write short notes on any **three** of the following :
 - (a) Organisational Ethics and Values
 - (b) Transformational leadership
 - (c) Role analysis technique
 - (d) Social responsibilities of organisations
 - (e) Strategic alliances

SECTION B

6. Read the following case carefully and answer the questions given at the end.

CASE

X Watches is a joint sector company promoted by a leading business house and a state government. The plant was set up 45 km away from Bangalore.

The company is known for its professional work culture and very attractive remuneration packages.

When the plant was set up five years ago, the management was able to attract many senior and middle level managers and operators from a reputed public sector company, also manufacturing watches.

For its tool room, X Watches poached on a well known tool room and training centre and weaned away couple of managers and tool makers.

Key posts of the plant, however, were held by personnel drawn from other own group companies. The group had its plants in all parts of India, except in South. X Watches is the first to be established in South of Vindhyas.

X Watches, therefore, had a mixed group of personnel — hailing from public sector, tool room, (operating in South India) and the group's top ranking executives (came to South India for the first time). Added to this were the workers who were from all localities.

After six months, all-around disillusionment had set in and everyone was cursing himself or herself for quitting his or her previous job and joining X Watches.

Questions :

- (a) List out the cross-cultural undercurrents in the above case-incident.
- (b) How do you bring about pervasiveness or homogeneity in the above situation ?
- (c) Discuss the case incident under the following culture maintenance factors :
 - (i) selection,
 - (ii) top management practices, and
 - (iii) socialisation process.