

MANAGEMENT PROGRAMME

Term-End Examination

December, 2010

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.

SECTION-A

1. Identify the various processes in the development of groups in an organisation. Cite suitable examples.
2. Define and describe organizational role stress discuss briefly the coping strategies .
3. Why do we need Transformational Leaders ? How are they do different ? Explain with suitable examples.

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4. Define organizational cultures. Briefly discuss the essence and functions of organizational cultures.

5. Write short Notes on *any three* of the following :
 - (a) Learning Organizations.
 - (b) Organizational Ethics and Values.
 - (c) Diversity management.
 - (d) Tenets of strategic alliance.
 - (e) Social Responsibility of Organization.

SECTION - B

Please read the cases and answer the questions given at the end.

Quite recently, Mr. George has joined Marketing Group of a large industrial concern having an annual turnover of Rs. 70 crores. In their anxiety to cope with the external and internal environment the concern has decided to design its products to suit the needs of the target customer, both in India and abroad, as also to offer an acceptable level of service to the customer and their value for money. Accordingly, various changes in the organisational structure were done and the product concept was introduced.

The demand of the marketing group was very heavy. Based on his past experience and professional competency, Mr. George was specifically chosen to head the Marketing Group.

In the initial stages, Mr. George had to take stock of the working of this group and he was soon able to observe that majority of its members were adopting the group norms, were very nice and polite to each other, were quite free to probe each other about their feelings, and a sort of friendly, cooperative and congenial atmosphere prevailed in this group. There was harmonious working relationship among its members which

facilitated maximum contribution of everybody and high degree of acceptance of Mr. George for his inclusion in the group.

On a six-monthly review, it transpired that because of concerted efforts of each and every member of this Marketing Group the overall performance of the concern in terms of booking of orders, growth, profitability, etc., improved considerably. The concern received high recognition and various awards for its emergence as a successful marketer as also in building up a high degree of customers' confidence by sustaining international standards of excellence in product quality, performance and service, particularly in regard to supply of spares and after-sales-service.

The management issued appreciation letters to its employees and the members of the Marketing Group, in particular, were suitably rewarded for their grand performance.

Encouraged by the six-monthly operating results, the management decided to go in for further expansion of its business in order to retain market leadership in the manufacture of sophisticated industrial machinery and for this purpose they decided to have excellent collaboration with leading companies abroad, of course, by adopting requisite formalities. Need was accordingly felt to induct Marketing

specialists and that was how Mr. Thomas, along with a few professionals, joined this group. Mr. Thomas, though equally capable like Mr. George, was placed as number two. After a lapse of one month it was noticed that this Marketing Group was having an entirely different atmosphere. There were signs of very few high participators and the number of low participators went up : The highs became quiet, the lows suddenly became talkative.

A sort of rivalry started plaguing in this group resulting in withdrawing tendency of most of its members and prevalence of mounting tensions. Different patterns of interactions started developing in the group and sub-groupings were noticed-One sub- group was supporting Mr. George and the other one was under Mr. Thomas who was in constant disagreement and busy in creating negative feelings and adopting undesirable group norms. All this ultimately resulted in hindrance to the smooth working of the Marketing Group. The very purpose of the management for developing/strengthening this group had been defeated and the management had to suffer a great setback. All its hopes were shattered. The overall performance of the concern during this period showed downward trend and the management could hardly afford to be a silent

spectator to this odd situation. Therefore, immediate corrective steps had to be undertaken by the management and Mr. Thomas, along with a few trouble-makers (who were found responsible for vitiating group atmosphere), were transferred to other group, with a note of warning about their conduct.

At the end of the year, on reviewing the performance of the concerned persons in general and that of the Marketing Group in particular, it transpired that the Marketing Group under Mr. George was coming up smoothly and there was a very effective team work within the small group who was trying hard to make up the deficiency for the earlier period. The ultimate result was that, by virtue of sincere efforts of this group along with other group, the concern was able to keep up its image and was also able to fulfil national expectations.

Questions :

- (a) Identify the salient issues in the case.
- (b) Suggest the measures you would adopt to improve the group environment in the organization.
- (c) "Clever marketing strategy is the sine qua non of existence amidst the fierce competition for survival." Please examine.

Giridhar had come a long way from when he joined R.P Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of creative Head at R.P Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) has been an amicable personality, he had always displayed keenness to gain knowledge- learn more, many visible traits of creativity- in the sense try to make "unique"/ different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all, and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P Communications, who had known Giri right from the time he had joined R.P communications as trainee, was surprised and recalling the contents of the just concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P had said "Madam,Giri sir,scares the hell out of us by refusing to listen to our point of view". Raj an executive at R.P. Communications had revealed "Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P."

Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller,

and expects all the assignments to be completed before time, and doesn't entertain any questions/ or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict.

Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri's behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri " You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before".

Nicky decided to seek the help of the CEO of learn & Grow Leadership Centre (LSLG), A Training firm, who regularly holds workshops meant for helping professionals and executives of firms to diagnose their own behaviour patterns as well on how to manage stress that could cause various levels of conflicts for the individual as well as the organisation.

Questions for Discussion :

- (a) Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behaviour? Why?
- (b) Can you suggest ways in which firms such as R.P Communications can avoid such occurrences in future?