

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

MS-026 : ORGANISATIONAL DYNAMICS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- 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. Discuss the theories of group and group development.
2. Define role stress. Discuss how role stress leads to organisational stress. Provide suitable examples.
3. Explain the concept of organisational culture. Discuss how culture affects behavioural patterns. Justify your answer.
4. Discuss the process of empowerment. How to empower different units of the organization ? Illustrate your answer with suitable examples.

5. Write short notes on **any three** of the following :
- (a) Group Cohesiveness
 - (b) Comprehensive Role Analysis (CRA)
 - (c) Delegation and decentralisation
 - (d) Ethics and values
 - (e) Socio-cultural aspects of diversity

SECTION - B

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

When Mahesh joined the Indian Bank in 1985, he had one clear goal - to prove his potentiality. He did prove *that* and has been promoted five times since his entry into the bank. Compared to others, his progress has been the fastest. Currently, his job demands that Mahesh should work 10 hours a day with practically no holiday. At least, two days in a week Mahesh is required to travel.

Peers and subordinates at the bank have appreciation for Mahesh. They don't grudge the success achieved by Mahesh, though there are some who wish they too had been promoted as well.

The post of a general manager fell vacant. One should work as GM a couple of years if he were to climb up to the top of the ladder. Mahesh applied for the post along with others in the bank. The chairman has assured Mahesh that the post would be his.

A sudden development took place, which almost wrecked Mahesh's chances. The bank has the practice of subjecting all its executives to medical check-up, once a year. The medical reports go straight to the chairman who would initiate remedial *measures*, where necessary.

Though Mahesh was only 35, he, too, was required to undergo the test.

The chairman of the bank received a copy of Mahesh's medical examination results, along with a note from the doctor. The note explained that Mahesh was seriously overworked and recommended that he be given an immediate four-weeks vacation. The doctor also recommended that Mahesh must take physical exercise, everyday. The note warned that if Mahesh did not care for the advice, he would be in for heart trouble in another six months.

After reading the doctor's note the chairman sat back in his chair and started brooding over *the situation*. Three issues were the uppermost in his mind.

- (a) How would Mahesh take this news ?
- (b) How many others *would* have similar fitness problems ?
- (c) Since the environment in the bank helps create problem, what could he do to alleviate it ?

The idea of holding a stress - management programme flashed *in* his mind and, suddenly, he instructed his secretary to set up a meeting with the doctor and some key members at the earliest.

Questions :

- (i) Highlight the significant issues in this case.
 - (ii) What was wrong with Mahesh ?
 - (iii) What will be your suggestion in such a situation ?
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