

MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

MS-26 : ORGANISATIONAL DYNAMICS

00460

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.*
(iii) *Each question carries 20 marks.*
(iv) *Section - B is compulsory and carries 40 marks.*
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SECTION - A

1. Distinguish between 'natural' and 'created' groups. How do they manifest in organisations and what are their importance ? Explain with suitable examples.
2. Explain organisation as a system of roles and illustrate with example as to how role systems can be mapped ?
3. Define delegation. Briefly describe the concept, process forces influencing delegation citing examples.
4. Discuss the concept and process of organisational learning.

5. Explain the relevance of ethics in modern organizations. Briefly discuss the issues involved in business ethics.
6. Write short notes on **any three** of the following :
 - (a) Conformity and obedience in groups
 - (b) RAT propounded by Thomas and Dayal
 - (c) Transformational leadership
 - (d) Diversity management
 - (e) Empowerment

SECTION - B

7. **Read the case and answer the questions given at the end.**

Jagannath (Jaggu for his friends) is an over-ambitious young man. For him ends justify means.

With a diploma in engineering, Jaggu joined, in 1977, a Bangalore based company as Technical Assistant. He got himself enrolled as a student in an evening college and obtained his degree in engineering in 1982. Recognising his improved qualification, Jaggu was promoted as Engineer-Sales in 1984.

Jaggu excelled himself in the new role and became the blue-eyed boy of the management. Promotions came to him in quick succession. He was made Manager-Sales in 1986 and Senior Manager-Marketing in 1988.

Jaggu did not forget his academic pursuits. After being promoted as Engineer-Sales, he joined

the M.B.A. (part-time) programme. After completing his M.B.A., Jaggu became a Ph.D. scholar and obtained his Doctorate in 1989.

Functioning as Senior Manager-Marketing, Jaggu eyed on things beyond his jurisdiction. He started complaining against Suresh, Section Head and Prahalad the Unit Chief (both production) to Ravi, the Executive-Vice President. The complaints included - delay in executing orders, poor quality, customer rejections, etc. Most of the complaints were concocted.

Ravi was convinced and requested Jaggu to head the production section so that things could be straightened up there. Jaggu became the Section Head and Suresh was shifted to sales.

Jaggu started spreading his wings. He prevailed upon Ravi and got sales and quality under his control, in addition to production. Suresh, an equal in status, was now subordinated to Jaggu.

Success had gone to Jaggu's head. He had everything going in his favour - position, power, money and qualification. He divided workers and used them as pawns. He ignored Prahalad and established direct link with Ravi. Unable to bear the humiliation, Prahalad quit the company. Jaggu was promoted as General Manager. He became a megalomaniac.

Things had to end at some point. It happened in Jaggu's life too. There were complaints against him. He had inducted his

brother-in-law, Ganesh, as an engineer. Ganesh was by nature corrupt, he stole copper worth ₹ 5 lakh and was suspended. Jaggu tried to defend Ganesh but failed in his effort. Corruption charges were also levelled against Jaggu who was reported to have made nearly ₹ 20 lakh for himself.

On the New Year day of 1993, Jaggu was reverted back to his old position - sales. Suresh was promoted and was asked to head production. Roles got reversed. Suresh became boss to Jaggu.

Unable to swallow the insult, Jaggu put in his papers.

Back home, Jaggu started his own consultancy claiming himself as an authority in quality management. He poached on his previous company and picked up two best brains in quality.

From 1977 to 1993, Jaggu's career graph had a steep rise and a sudden fall. Whether there would be another hump in the curve is a big question ?

Questions :

- (a) What is the core issue in the case ? Discuss.
- (b) How do you see the rise and fall of Jaggu vis-a-vis prevailing power dynamics and overall organisational policies of the company ?
- (c) What would you do if you were :
 - (i) Suresh and
 - (ii) Prahalad