

SVKM's NMIMS
School of Distance Learning

Programme: PGDHRM

Academic Year: 2011-2012

Subject: Organisational Dynamics

Semester IV

Time: 3.00 p.m to 6.00 p.m

Date: 27.12.2011

Course old

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page.
2. Figures in brackets indicate full marks

Q1) Write short notes on : (any two)

(Marks : 10)

- a) The Field Theory (Theoretical approaches to Groups)
- b) Group Norms
- c) Group cohesion
- d) Reward Power and Expert Power
- e) Major sources of stress at work.

Q2) Attempt any 2 out of 4

(Marks : 10)

- a) Why is a group called dynamic ? Explain with examples.
- b) Elaborate on the situational factors that influence an individual's response to group conformity.
- c) What is the significance of role analysis for an organization ?
- d) Explain the stages of burnout.

Q3) Attempt any 3 out of 5

(Marks : 30)

- a) Explain the stages of group development with examples.
- b) What is Comprehensive Role Analysis (CRA). Discuss in detail the steps involved in CRA.

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- c) Why is empowerment required at all levels in an organization ? What is an empowerment audit and elaborate on its advantages.
- d) Explain the significance of organizational culture. Describe the culture of your organization.
- e) Discuss the need for transformational leaders. Explain the paradox of transformational leadership.

Q4) CASE STUDY :

(Marks : 20)

Jyoti Private Limited is an Automotive spare parts company with an annual turnover of Rs 1000 crores. The company is 10 years old and its workforce breakdown is as follows :

Workmen – 450
Officers – 220

The company has its head office at Gurgaon and has two manufacturing facilities at Daman and Pune. The Managing Director, Yatin Raj is also the owner of this company, and he and his family have largely contributed towards the growth of Jyoti Private Limited.

The company has primarily been run as a family owned business and most people decisions are taken by the Managing Director with HR department being involved in execution of these decisions.

Yatin Raj is shortly due to retire from the company and hand over the reins of the company to his only son Sanjeev Raj. Sanjeev has studied at Harvard and believes in empowerment and a professional approach in managing the company. Yatin realizes that times are changing and is in agreement with Sanjeev's ideas in managing the company. Yatin though is a worried man on the change management his company and employees will need to undergo and wonders if the way forward will be successful.

Questions (attempt all these 3 questions) :

- a) If you were to look at the above case from a 'change management' perspective, how would you suggest Yatin and Sanjeev proceed with implementing the change in the organization ? (7)
- b) Critically evaluate HR's role as a 'change agent' in an organization. (7)
- c) Why do individuals resist change ? Narrate with examples. (6)
