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SVKM'S NMIMS UNIVERSITY
SCHOOL OF DISTANCE LEARNING

Subject: Organizational Dynamics

Date: 38/12/2009

Marks: 100

Time : 3 hrs (3 pm to 6 pm)

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 three)

Marks : 15

- a) HR and ethics
- b) Learning organization
- c) Hofstede Model for evaluating culture
- d) ~~Schein's socialization model~~ **DELEGATION** Sandip Kugde
- e) Tuckman's 4-stage model of group development.

Q2) Attempt any 2 out of 4

Marks : 20/10

- a) What is a learning organization. What are the facilitating and hindering factors in developing a learning organization ?
- b) What do you understand by the term 'role' in an organization ? Prepare a Comprehensive Role Analysis for 'Recruitment Head'.
- c) Explain the term ethics. Provide examples on issues of ethics in HR.
- d) Have you come across any change management initiative which failed? Why do you think it did ? Elaborate.

Q3) Attempt any 3 out of 5

Marks : 45

- a) Define the term 'groups'. Briefly describe types of groups. Why do individuals form Groups ?
- b) Define the term 'power'. Suggest strategies to deal with power and politics in an organization.
- c) Explain the Kurt Lewin model of change. What can be done to make change management more effective ?
- d) Explain the term 'culture'. Describe the culture of your organization. Elaborate on one change you would like to see in the present culture of your organization.
- e) Explain the term diversity at the workplace. Discuss strategies that can be adopted at the workplace that are pro-diversity and facilitate inclusion.

Q4) CASE STUDY : Answer in detail

Marks : 30

Reema Rajani had a secure job and what she thought was a happy home life. Her husband then suddenly divorced her and moved to Australia, leaving Reema with a young child and a house with a large mortgage.

First Reaction

"When Ajit (my husband) left me with a child and the house to pay for, my first thought was to give up work. How could I cope with the stress of childcare and all the household expenses by myself? I had a relatively secure job, and some good prospects, but the wage wasn't that great.

"My friends at work, though, told me to hang in there. They felt that because I was good at my work, I should stay put. I took my friends' advice, but I began to feel stressed at both home and in the workplace. The financial pressure was getting me down.

"A chance for promotion then came up, so I applied for it. Everyone said I should get it, but because of the stress I was under, I didn't prepare properly. I also didn't pay enough attention to the questions at the interview. So, of course, I failed."

Threat of Redundancy

"Failure of this sort doesn't do your self-esteem any good. Still, I had to get on with things. My friends were a great help, and so was my manager. She told me that there'd be other chances for promotion and I'd get there in the end.

"Then another problem arose in the form of redundancy. The redundancy was a rumour, but the company was going through a rough patch, and job losses were all that people could talk about. This upset me, because despite the promotion knock-back, I was coming to terms with my life.

"The redundancy talk turned out to be just that - talk - but I could have done without the rumours. I knew all this stress was beginning to affect the quality of my work.. To add to this was the pressure of all the project deadlines and work assignment submissions which was all taking its toll on me and my family life.

In fact, in a moment of panic and stress, I wrote a letter of resignation and gave it to my manager. "

Turning Point

"This was something of a turning point. My manager advised me to take a day off and think carefully about what I was doing. She didn't want me to leave, and she knew that there was going to be another opportunity for promotion within the next few weeks.

"After this chat, so to speak, things started to look up. The promotion opportunity did come again, and I did succeed the second time round. Things are still tough financially, but with the support of workplace friends and my manager, I'm much happier."

Questions (attempt all these 3 questions) :

- a) Describe the causes of stress that confront Reema Rajani.
- b) Explain what kind of organizational interventions you have come across to help employees deal with stress
- c) What are the implications of stress and burnout at the workplace ?
