

**SVKM'S NMIMS**  
**SCHOOL OF DISTANCE LEARNING**

**Subject: Organisational Dynamics**

**Date: 29/5/10**

**Prog: PGDHRM.**

**Marks: 100**

**Sem: IV**

**Time : 3 hrs (3.00 to 6.00)**

**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:**

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

**Q1) Write short notes on : (any three)**

**Marks : 15**

- a) Employee Response to Bad Politics
- b) Formal groups and informal groups
- c) Delegation
- d) Roles and their types
- e) Full scale burnout

**Q2) Attempt any 2 out of 4**

**Marks : 10**

- a) Describe the four attitudinal stages of burnout
- b) Prepare a Comprehensive Role Analysis for 'Head of Training'
- c) Describe anti-group behavior evident in organizations.
- d) What do you understand by the term 'diversity at the workplace' ? Explain with examples.

**Q3) Attempt any 3 out of 5**

**Marks : 45**

- a) Explain the features of a learning organization. Suggest strategies to be adopted to create a learning organization.
- b) What are the sources of group effectiveness. Explain Bruce Tuckman's model of group development.
- c) What are the causes of workplace stress. Suggest strategies to deal with stress at the workplace.
- d) Define culture with relevant examples. Discuss the dimensions of culture.
- e) Define the term 'groups'. Why do individuals form groups ? What is group dynamics ?

**Q4) CASE STUDY :**

**Marks : 30**

Aashirwad Limited is a automotive components manufacturing organization which has been in existence for the past 20 years. Abhir Mathur is the founder of Aashirwad Limited and has been the Managing Director of this organization since its inception – in effect he has ruled this organization for the past 20 years. Abhir is autocratic in his behavior. He does not like to consult others and prefers informing his team on decisions taken. The senior management team working with Abhir has got accustomed to his style of leadership and working and does not really 'think' and apply their mind on decisions. They are very good implementors of decisions taken by Abhir Mathur.

Abhir is now 57 years old and with one year for retirement and given his failing health, he has recruited a successor, Ramesh Arora from a competitor to take over the reins as Managing Director at Aashirwad Limited. Ramesh is a democratic leader. He believes in consulting his team on this opinions and prefers that the team take their own decisions. He believe employees should be empowered and does not like to interfere in routine decisions. In fact his style of operation is the exact opposite of Abhir Mathur.

The senior management team at Aashirwad Limited who were used to Abhir Mathur's style of leadership are now in a dilemma and feel they are not really equipped to manage this change in their organization having being comfortable with a particular style of operation for the past several years.

**Questions (attempt all these 3 questions ) :**

- a) What according to you are the change management issues in this case study.
- b) Suggest a change mangement process using Kurt Lewin's model of change.
- c) Why do individuals resist change, narrate with examples.