

No. of Printed Pages : 6

**MS-26**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**June, 2021**

**MS-26 : ORGANISATIONAL DYNAMICS**

*Time : 3 Hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

**Note :** (i) *There are two Sections—A and B.*

(ii) *Attempt any **three** questions from Section A. Each question carries 20 mark.*

(iii) *Section B is compulsory and carries 40 marks.*

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**Section—A**

1. Briefly discuss group cohesiveness and its impact on organisation effectiveness.
2. Describe and discuss bases of power and their effectiveness in organisations.

**P. T. O.**

[ 2 ]

**MS-26**

3. Explain the concept of organizational culture and its significance.
4. Describe the tenets of strategic alliances and discuss how to make alliances work.
5. Write short notes on any *three* of the following :
  - (a) Theories of ethics
  - (b) Transformational leadership
  - (c) Burnout
  - (d) Compliance
  - (e) Dimensions of power sharing

**Section—B**

6. Read of the following case carefully 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) with Ravi, the EVP (Executive-Vice President). The complaints included delay in executing orders, poor quality, customer rejections, etc. Most of the complaints were concocted.

**P. T. O.**

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

[ 5 ]

MS-26

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.

One 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 get 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

P. T. O.

[ 6 ]

MS-26

would be another hump in the curve is a big question ?

**Questions :**

- (a) What political strategies did Jaggu use to gain power ?
- (b) What would you do if you were (i) Suresh, (ii) Prahalad or (iii) Ravi ?
- (c) Bring out the ethical issues involved in Jaggu's behaviour.

MS-26