

00711

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

MS-026 : ORGANISATIONAL DYNAMICS

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

1. Discuss the importance of Diversity in today's context. Briefly describe different approaches in dealing with Diversity.
2. Briefly describe the evolution of Alliance structures in Emerging markets and explain how to manage an alliance ?
3. Explain the concept, process and forces influencing delegation with relevant examples.
4. Briefly explain the importance of role analysis in organizations. Illustrate with example.

5. Write short notes on **any three** of the following :
- (a) Bases of power
 - (b) Organizational culture
 - (c) Organizational values
 - (d) Milgram's study
 - (e) Exchange theory

SECTION - B

6. Read the case carefully and answer the questions given at the end.

Global Electronics, a reputed company manufacturing automatic electronic controls, has an annual turnover of about ₹. 200 crores with a workforce of about 800. The company conducts campus interviews to recruit candidates from technical institutions as 'officer trainees' to be ultimately posted in the lower management cadre.

Mr. Krishnan, an electronics engineer, was selected as a Trainee for one year on a consolidated monthly stipend. He was a well-behaved person and was eager to make full use of the training provided to him. His conduct and performance were found to be highly satisfactory during this period of training and his superiors were quite happy with his work. At the end of the training, the head of the department recommended his case for regularisation in the appropriate officer grade. His overall rating and the comments of the Personnel Department confirmed his outstanding performance. Accordingly, the personal file of Mr. Krishnan, complete with the required recommendations and comments, was forwarded to the top management for regularisation of his services.

In another development, the head of the department under whom Mr. Krishnan had undergone training, resigned and left and some changes also took place at the top management level. With the reshuffle, the management's immediate concern was to fortify the organisational structure, and unfortunately, the personal file of Mr. Krishnan was forgotten for the time being.

On the other hand, Mr. Krishnan was getting increasingly anxious about his position in the organisation and since the delay in finalising his case had extended to well over four months, he started feeling let down and there appeared a marked decline in his overall performance. The new head of the department was critical of Mr. Krishnan's performance, and was quite vocal in his displeasure. Finding himself condemned by everyone, Mr. Krishnan's personality underwent a drastic change for the worse. He began to show signs of irregularity in attending to his duties, his behaviour deteriorated and he became a pitiable wretch. Then suddenly, Mr. Krishnan's file drew the attention of top management and a review of his performance was ordered.

Quite obviously, Mr. Krishnan, who was earlier found outstanding, was now rated poorly and it was also wondered, what would happen, if it was decided not to regularise his services, (considering that, under normal circumstances, having completed his training, Mr. Krishnan would have been working as an officer for about five months). On learning of this renewed exercise of reviewing his performance all over again by individuals who had not seen his best, Mr. Krishnan felt greatly disturbed. Finally, after

another month of agony, strain and anxiety, he was given a letter, regularising his services at the lowest salary in the applicable grade. Mr. Krishnan, a bright engineering graduate, had looked forward to an exciting career when he had joined as a trainee. He was very capable and proved his worth during his one year training period. His hopes for a suitable and timely reward, however, gradually faded and eventually disappeared, with increasing delay in finalising his regular placement in the appropriate grade.

Mr. Krishnan resigned and left, loaded with sheer bitterness, frustration and disillusionment.

Questions :

- (a) Give your assessment of the case in view of the investment made by the company in the training of Mr. Krishnan.
 - (b) What according you should have been the right course on the part of the management in relation to Mr. Krishnan ?
 - (c) Why did Mr Krishan resign and leave the organisation.
 - (d) What changes would you recommend in the staffing policies of the company ?
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