

**MANAGEMENT PROGRAMME
(MP)**

**Term-End Examination
December, 2023**

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 marks.*

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

Section—A

1. Briefly discuss the stages of group development and their relevance for organisations.
2. Define organisational stress. Explain the stages of burnout and how organization can minimize the levels of stress before it reaches the stage of burnout. Discuss.

3. Discuss the need for transformational leaders and how they enhance the organizational effectiveness. Give examples.
4. Briefly discuss the concept and process of organisational learning and describe how to build learning organisations with suitable examples.
5. Write short notes on any *three* of the following :
 - (a) Strategic alliances
 - (b) Social responsibilities of organisations
 - (c) Delegation
 - (d) Alienation
 - (e) Empowerment audit

Section—B

6. Read the case given below and answer the questions given at the end :

Girish and Anant are friends. Anant persuaded Girish to accept the position of CEO of Shah group of hotels, which happens to be the fourth largest hotel chain in the country, with eleven properties. Soon after Yashwant Shah's son Vikramaditya had taken over the reins of the group, aggressive expansion plans had been announced, including a couple of acquisitions locally.

Girish's predecessor, Praksh had been Yashwant's righthand man for 17 long years..... until he proposed to move out to have his own business at Goa. Yashwant requested him to continue upto Vikramaditya's completion of MBA programme. Vikramaditya had no patience and suggested for a new CEO to replace Praksh. That's when Anant suggested Girish's name, Girish's career was moving steadily, but slowly. At 45, he was Senior Vice President, Marketing and Operations of Starling Hotels. This group had five properties and not having plans to expand. So, the chance to join Shah group as CEO came as a big opportunity for Girish.

Girish and Anant had met in a pub and Anant enquired about Girish's experience at Shah group since his joining six months back. Girish comment was "well actually, things are not rolling as well as I expected. Vikramaditya has aggressive plans, but at this stage, I think he lacks the maturity and vision to carry the organization forward on his shoulders. Moreover he has been travelling a lot over these six months and Yashwant has more or less refined. To top it all, people are still adjusting

to the change from Prakash to me. The transition well is all to sudden". Anant listening intently urged Girish to go out. Girish continued, "I have worked in a family run organization before, but in the Shah group, the family is everywhere. Atul and Ritesh have the final say in all financial matters. Tarunesh must be consulted in all supply matters. And Devyani Shah must give consent on administrative matters, including design of new uniforms and table napkins. I am learning to deal with it. But what really troubles me is the work culture. Things take ages to get done".

Anant nodded knowingly "I agree its not a super-paced company, and yes, the family members have their areas of authority, but only at the board level. I don't think any portfolio or function is headed by a family member, am I right ?"

"Yes, the entire senior management team consists of professionals from the industry; but nothing moves without the family bosses", retorted Girish and continued when I joined, I knew that I have to professionalize a traditional family run organization. Top

priority on my agenda was culture change. Praksh though was an outsider, I feel that because of his long association he had become part of the family literally and closely aligned with family interests. Praksh was just a CEO designate and every move he made was Yashwant's move. May be that's why people here are waiting for instructions and seldom take initiative. I tried to change this by forwarding new ideas with HR's Vaidehi, Ishwar of supply chain management and Sudesh of marketing divisions. Everyone is receptive but when it comes to action—Here is nothing but delays..... delays..... only delays.

“But do you have any quick fix formula”, enquired Anant. ‘Yes’, Girish replied, “I am trying to set a target of groups profit margins by 15% in my first year”. Anant raised his eyebrows—“that's a very high target for your first year”. Girish replied, “I have done it in the past. But can I repeat it here with the set of people available here ? Or shall I get new blood ?” Anant asked, "What is your equation with Atul, Ritesh, Devyani and Tarunesh ?" I am being careful to stay in everyone's good books. But I am yet to share my action plan

with them before I share it with Vikramaditya. He is very stubborn and independent minded person. If I can sell my ideas successfully to him I can rope others in. "But can you ?" retorted Anant and observed "I am getting the feeling that you are the loneranger" here fighting a battle single handedly. Why don't you take your senior manager's trust in your plan ?"

Girish replied "Technically, yes that sounds like a good idea. Except.... everyone here is too much part of the old system. They don't see the situation prudently and impartially. I am convinced we need a few new people to man senior roles, especially for marketing and operations".

Anant replied "OK! Good luck !! come out of the sticky wicket !!!"

Questions :

- (i) Identify the main issues inherent in this case.
- (ii) What kind of culture you assume the organization has ?
- (iii) What is your understanding of the relationship between Girish and Anant ? How does it affect the organization ?