

ORGANISATIONAL DYNAMICS

Time : 3 Hour
Marks :75

1. Section A consists of eight short answer questions. The candidate has to answer four questions. The answer shall not exceed 1 page each.
2. Section B consists of four questions. Each question consists of either or choices and the candidate has to answer either (a) or (b) from each question. The answer shall not exceed 5 pages each.
3. Section C consists of Case which is compulsory and carries 15 marks.

Section A (4 x 3 = 12 marks)

1. Write briefly on any four of the following:-

- (a) International trust.
- (b) Role models.
- (c) Distress.
- (d) Reward power.
- (e) Terminal Vs Instrumental values.
- (f) Classical conditioning.
- (g) Culture shock.
- (h) Strategic alliances.

Section B (4 x 12 = 48 marks)

2. (a) Bring out the determinants of group behaviour
Or
(b) Outline the reasons for executive stress and its coping strategies.
3. (a) Who are transformation leaders? Examine the empowerment skills of a successful transformational leader in business.
Or
(b) Examine how organizational culture can be created and sustained.
4. (a) Bring out the ethical issues involved in power and politics.
Or
(b). Why do you consider cross cultural dynamics a challenge to today's managers?
5. (a) Examine the various areas of social responsibilities undertaken by business houses.
Or
(b) Discuss the significance of empowerment of women.

Section C (15 marks)

HAYNES FASHION STORES INC

JOYCE HAYNES, just graduated from college, joined her father, Dudley Haynes, president of Haynes fashion stores, incorporated a chain of thirty women's apparel stores in the New England area. The company has been founded by Ms. Haynes' grandfather over 50 years ago. With her grandfather's and for the past 20 years, her father's drive and knowledge of women's fashion and of how to buy and sell them, the company had developed from a single store in Hartford, Connecticut to a fairly large and highly profitable chain stores. Dudley Haynes was much like his father had been. He knew what he was doing and how to do it and he prided himself on being able to keep his hands on details in buying, advertising, as

well as his top vice presidents and head quarters staff people, met with the president each 2 weeks in Hartford. Between these meetings, Mr. Haynes spent 2 or 3 days each week visiting the stores and working with stores and working with store managers.

But his major worries were communication and motivation. He felt that, at the conferences he held, all his managers and staff people listened carefully. But judging from what they did, he began to wonder whether they heard him or whether they had listened carefully. The result that many of his policies were not being strictly followed in the stores; he often had to rewrite advertising copy in some of the stores; the employees had joined the clerks union; and increasingly heard of things he did not like. Among them were reports that many of his employees and even some of his managers felt that they did not know what the Haynes company was trying to do and believed they could do better if they had a chance to communicate with Mc. Haynes and his headquarters and in the stores, as well as most of the store clerks, were merely doing their jobs without showing any real imagination or drive. He was also concerned that some of his best people had quit and taken positions with a competitor.

When his daughter walked into his office to take a position as his special assistant, he said 'Joyce; I am worried about how things are going. Apparently, my two problems are communication and motivation. Now I know that you took some courses in management in school. I have heard you talk of the problems, barriers and techniques of communication.

I have heard from you about some fellows-Maslow, Herzberg, Vroom, McClelland, and others who you thought, knew a great deal about motivation. While I doubt that these psychology types knew much about business people-primarily money, good bosses, and a good place to work-I wonder if you have earned anything that will help me. I hope so, for that college education of yours has cost me a lot of money.

Questions:

1. Is there a leadership problem? If yes how do you resolve it?
2. How would you go about analyzing the communication problems and what problems do you see already from the case?