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M.B.A. DEGREE EXAMINATION, MAY – 2018**Third Year****C-HUMAN RESOURCE MANAGEMENT****Organisational Dynamics****Time : 3 Hours****Maximum Marks :70**

SECTION - A**Answer any three questions.****(3 x 5 = 15)**

- Q1)** a) Group cohesion.
b) Role efficiency.
c) Delegation.
d) Organisational ethics.
e) Cross cultural dynamics.
f) Management of diversity.

SECTION - B**Answer any three of the following questions.** **(3 x 15 = 45)**

- Q2)** What do you understand by group dynamics? Explain phases of group development?
- Q3)** Explain about management of stress in organisation?
- Q4)** Discuss features of transformational leaders.
- Q5)** Explain social responsibilities of organisation.
- Q6)** Explain the process of empowerment.
- Q7)** What is strategic alliance? Explain its advantages and disadvantages?

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Mr. Srinivasa Raghavan, the Chairman of the Best Food Products Company, was tired of being the only one in the company actually responsible for profits. While he had good vice-presidents in charge of finance, sales, advertising, manufacturing, purchasing, and product research, he realized he could not hold any of them responsible for company profits, as much as he would like to. He often found it difficult even to hold them responsible for the contribution of their various areas to company profits. The sales vice-president, for example, had rather reasonably complained that he could not be fully responsible for sales when the advertising was ineffective, when the products wanted by customers were not readily available from manufacturing, or when he did not have the new products he needed to meet competition. Likewise, the manufacturing vice-president had some justification when he made the point that he could not hold costs down and still be able to produce short runs so as to fill orders on short notice; moreover, financial controls would not allow the company to carry a large inventory of everything.

Mr. Raghavan had considered breaking the company down into six or seven segments by setting product divisions with a manager over each with profit responsibility. But he found that this would not be feasible or economical since many of the company's branded food products were produced on the same factory equipment and used the same raw materials and a sales person calling on a store or supermarket could far more economically handle a number of related products than one or a few.

Consequently, Mr. Raghavan came to the conclusion that the best thing to do was to set up six product managers reporting to a product marketing manager. Each product manager would be given responsibility for one or a few products and would oversee, for each product, all aspects product research, manufacturing, advertising and sale thereby becoming the person responsible for the performance and profits relating to the products.

Mr. Raghavan realized that he could not give these product managers actual line authority over the various operating departments of the company since that would cause each vice-president and his department to report to six product managers and the product marketing manager, as well as the president. He was concerned with this problem but knew that some of the most successful larger companies in the world had used the product manager system. Moreover one of his friends on a university faculty told him that he must expect a certain amount of confusion in any organisation and that this might not be bad since it forced people to work together as teams.

Mr. Raghavan resolves to put in the product manager system in his organisation as outlined and hoped for the best. But he wondered how he could avoid the problem of confusion in reporting relationships.

Questions:

- g) Do you agree with Mr. Raghavan's programme? State the exact problem in the case.
- h) What would you do to avoid any confusion in this organisation?
- i) Do you suggest any other organisation model for this business? If so, present the organisation chart of the same.



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