

**VPM'S**  
**DR. V N BEDEKAR INSTITUTE OF MANAGEMENT STUDIES**  
**THANE**  
**MASTER OF MANAGEMENT STUDIES – SEMESTER II**  
**FINAL EXAM**

**DATE : 26.04.07**

**Duration : 3 hrs**

**MARKS – 100**

**SUB: Groups and Organizational Effectiveness**

**Note :**

- 1. Question 1 is compulsory**
- 2. Answer any 4 questions from Q2 to Q7**

**Q1. Read the following case and answer the questions given below: (20)**

The Excelsior Department Store had a large department that employed six salesclerks. Most of these clerks were loyal and faithful employees who had worked in the department store more than 10 years. They formed a closely knit social group.

The store embarked on an expansion program requiring four new clerks to be hired in the department within six months. These newcomers soon learned that the old-timers took the desirable times for coffee breaks, leaving the most undesirable periods for newcomers. The old-time clerks also received priority from the old-time cashier, which required the newcomers to wait in line at the cash register until the old-timers had their sales recorded. A number of customers complained to store management about this practice.

In addition, the old-timers frequently instructed newcomers to straighten merchandise in the stockroom and to clean displays on the sales floor, although this work was just as much a responsibility of the old-timers. The result was that the old-timers had more time to make sales and newcomers had less time. Since commissions were paid on sales, the newcomers complained to the department manager about this practice.

- 1. How is the informal organization involved in this case? Discuss.**
- 2. As a manager of the department, what would you do about each of the practices? Discuss.**

- Q2. Write a detailed note on : Group Dynamics (20)
- Q3. Do you think that Highly Effective Groups have peculiar properties and characteristics? Discuss. (20)
- Q4. "There are several individual and organizational factors contributing to the political behaviour." Do you agree with this statement? Justify. (20)
- Q5. You are the HR manager of an IT firm. This firm has 18 branches across the globe. What would be the ideal organizational design for your firm? (20)
- Q6. You are the Personnel Manager of a PSU. Your organization has decided to introduce OD interventions. As a strategically responsible person, how will you handle the process of change management that your employees and organization need to undergo? (20)
- Q7. Write a detailed note on : Team Effectiveness (20)