

MBA (Semester—IV) Examination
MANAGEMENT OF GROUP PROCESS
Paper—MBA/4303/OB

Time : Three Hours]

[Maximum Marks : 70

- Note :—** (1) Attempt **ALL** questions.
(2) Figures to the right indicate marks.

SECTION—A

1. (a) Discuss in detail the advantages and disadvantages of group decision making. 14

OR

- (b) Explain the five step theory of group formation with illustrative examples. 14

SECTION—B

2. (a) Explain the Negotiation process in a group. 7
(b) You are a Head of the organisation. How would you convince your employees for bringing new changes in the organisation ? 7

OR

- (c) Discuss the determinants of group behaviour in detail. 7
(d) You are working as an HR Manager in a Syntex Company. In your department conflicts arise often as there are cultural differences.
Now this problem becomes a big question for all. How will you handle these conflicts ?
Justify your answer. 7

3. (a) Explain the process of origin and development of trust in an organisation. 7
(b) Ram and Sham are working as supervisors in the company named as 'Avishek'.
Ram is very friendly and casual while supervising the employees, but his orders are not followed purposely; whereas Sham is more disciplined and strict, every order given by him is followed properly. You as an Expert comment on the Interpersonal relationship of both the supervisors. 7

OR

- (c) What is interpersonal feedback ? Why is it important in an organisation ? 7
(d) "The bigger the group lesser is the effectiveness of communication" – comment in the light of interpersonal communication. 7

SECTION—C

4. (a) Explain the factors that increase group cohesiveness. 7
(b) What is group dynamics ? 7

OR

- (c) Discuss the advantages and disadvantages of "group think" as a group process. 7
(d) How group change influences over the working of employees in the company ? Explain. 7

SECTION-D

5. Indrajeet, about 40, is the CEO of a manufacturing company that belongs to a large group. He has fine idea on how best to manage people. In general terms, he believes that people respond best when the pressure is on them. Indrajeet has tremendous energy. He comes to work at 7.00 O'clock and stays late each evening. He works very hard and expects others to do same. He is a stickler for details and often sends his managers running back from meetings to collect more facts. Face to face meetings with him are something like inquisitions. He has a very aggressive questioning style and feels irritated when he notices mistakes. He is proud that he can move heaven and earth to "Fix" problems. Since he is good both in technical and financial matters, he tends to intervene as soon as he suspects a deficiency. He almost "pounces" to sort it out himself.

Whenever there is problem to be solved Indrajeet likes to call those involved together in one room, irrespective of ranker reporting relationships and forces the facts out on to the table. In order to bring out the truth, he adapts a very challenging style (such as, "I don't believe you...", "You are lying..."); such remarks are made out in a public often to Senior Managers in the presence of their subordinates. What is more, Indrajeet will even keep the group at it all night, if necessary, keeping aside other commitments. Eventually, he succeeds in solving the problems and also gets advance warning about other likely problems.

Raghunath the HR Manager, is one who reports to the Indrajeet and particularly resents his treatment. He finds it degrading for a man in his position and also feels that, as HR Manager, he must do something to change Indrajeet's style. Raghunath is seriously concerned about the effect of Indrajeet's behaviour. He notices that his colleagues are showing signs of stress; they are putting in enormously long hours. They have become more competitive towards each other and less co-operative. Their preoccupation with Indrajeet has reached absurd proportions. They spend lots of unproductive time talking about Indrajeet in his absence and trying to anticipate "his next move".

Another alarming effect of Indrajeet's behaviour is that Senior Managers spend long hours, getting lie details right, so that Indrajeet probing will not catch them out. Manager who were previously willing to delegate, are now less inclined to do so. They feel the only right way is to do things themselves. The managers thus spend all their time on day to day issues and are not inclined to do any forward planning. Furthermore, Raghunath notices that the managers are less willing to accept mistakes than before. They try more to contain the problems, conceal them from Indrajeet to escape his wrath.

Ironically, Indrajeet has complained to Raghunath that too many managers are "Fire fighting" instead of doing what they are paid to do, that is "to think". He told Raghunath that he could not understand "why people don't realise that conflict management is nothing but stimulating alternative courses of action ? What I really want is for them to go back; think again and tell me about it".

Questions :

- (1) What are the symptoms of conflict in the above case ? Discuss. 7
- (2) Assuming you are Raghunath, how would you analyse and explain Indrajeet's leadership style ? 7