ASSIGNMENT

Course Code	**:**	**MMPH-006**
Course Title	**:**	**Organisational Dynamics**
Assignment Code	**:**	**MMPH-006/TMA/Jan/2026**
Coverage	**:**	**All Blocks**

Note: Attempt all the questions and submit this assignment to the coordinator of your study centre. Last date of submission for January 2026 session is 30th April, 2026 and for July 2026 session is 31st October, 2026.

1. What are the advantages and disadvantages of group decision-making, and how can a manager improve the quality of group decision-making?
2. Explain the concept of 'Role' in an organisation. Distinguish between 'office/position' and 'role' using suitable examples.
3. What are Role Space and Role Set? Discuss their components and illustrate how self–role distance and inter-role conflict affect individual behaviour in organisations.
4. Define power and discuss the various interpersonal and structural sources of power in organisations. Explain how these sources influence organisational behaviour.
5. Discuss how organisational culture can act as a source of competitive advantage or disadvantage. Explain the characteristics, functions, and importance of organisational culture with suitable examples.

1. What are the advantages and disadvantages of group decision-making, and how can a manager improve the quality of group decision-making?

Answer

Group decision-making means that two or more people jointly examine a problem, consider alternatives and arrive at a decision. In organisations, important matters are often handled by committees, project teams, boards or cross-functional groups because no single manager possesses all the knowledge needed for every issue. A group decision can therefore be stronger than an individual decision, but only when the group process is well managed. The same interaction that produces creativity can also produce conformity, delay and conflict.

Advantages of group decision-making

- Wider knowledge and information: A group combines the experience of several members. A production manager may understand capacity, a finance manager may know the cost implications, and a marketing manager may understand customer reactions. Bringing these views together reduces the chance that an important factor will be ignored.
- More alternatives and creativity: Different backgrounds encourage different ways of defining the problem and solving it. Members can build on one another's ideas, so the group may generate options that an individual would not have considered alone. This is especially useful in new, uncertain or complex situations.
- Better evaluation of alternatives: A proposed solution is exposed to questions from several people. Assumptions can be challenged, risks can be identified and weak options can be rejected before implementation. When discussion is evidence-based, this improves the quality of judgement.
- Greater acceptance and commitment: People are usually more willing to support a decision when they have participated in making it. Participation creates psychological ownership and makes implementation easier because members understand why the choice was made and what their own responsibilities are.
- Improved coordination and communication: A joint decision can clarify how different departments depend on one another. The discussion itself shares information, removes misunderstandings and creates a common view of priorities.
- Learning and development: Group discussion exposes members to other viewpoints and decision styles. Junior employees learn how experienced