

MANAGEMENT PROGRAMME

Term-End Examination

December, 2014

**MS-21 : SOCIAL PROCESSES AND
BEHAVIOURAL ISSUES**

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) *There are two Sections A and B.*

(ii) *Attempt any three questions from Section - A.*

(iii) *All questions carry 20 marks.*

(iv) *Section - B is compulsory, carries 40 marks.*

SECTION - A

1. Describe the salient features of counselling and the importance of counselling in organisations.
2. What is Perceptual selectivity ? Describe the external and internal factors influencing perception.
3. Describe different sources of power and the role of power dynamics in organisations.
4. Describe briefly different types of conflicts and their consequences on organizational functions.

5. Write short notes on **any three** of the following :
- (a) Cross-Cultural Training
 - (b) Vroom's model
 - (c) Organisational learning
 - (d) Team building
 - (e) Corporate Governance and work ethics

SECTION - B

6. Read the case given below and answer the questions given at the end.

Mr. Subash works at the headquarters of a multinational Motorbike company. His task was to process warranty claims and advice service engineers working in the field with distributors throughout the world. Then Mr. Subash heard of an opening for a field engineer in this company itself. As a first step, Mr. Subash approached his immediate superior Mr. Manohar and asked to be considered for the post. He was told to mind his present job sincerely with an assurance that his request would be considered later on. After sometime while Mr. Manohar was on a business trip, Subash approached Ms. Sarala, the Service Manager for international operations, who was of course the boss of Mr. Manohar. During the discussion, Ms. Sarala, who favoured promoting young talents from within the company realised that Mr. Subash was well qualified for the position of a field engineer. Ms. Sarala promised to talk to Mr. Manohar after his return from the trip.

One week later, Mr. Manohar called Subash to his room and said, "I learnt you have talked to Ms. Sarala while I was away about the position of field engineer. I would not like you to be shifted

at this moment, as very recently we have switched over to a computerised claim-processing system and I need your services because you have the broadest experience among all the seven persons working under me on this project". Subash was shocked to see the logic as to why he should not seek for promotion and why should he not be considered for the same, as he fulfils all the eligibility criteria for being appointed as a field engineer. He was not able to justify the stand taken by his superior as he should be punished for being the most experienced person in the group.

Two weeks later, a field engineer was appointed from outside the organisation with almost identical qualifications but with a little more experience. Subash was wondering what he should do next.

Questions :

- (a) Identify the problem in the case. What would be your next step, if you were Subash ?
 - (b) How would you react to this development, if you were the CEO of the organisation and it was done with/without your consent/knowledge ?
 - (c) How do you perceive the role of Mr. Manohar and other superiors as Managers ? Do you think it may lead to any organisational problem ? If yes, why ?
 - (d) Do you see this development as a solitary case or a happening which may have its bearing on the overall work culture of the organisation ?
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