

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

01055

**MS-021 : SOCIAL PROCESSES AND
BEHAVIOURAL ISSUES**

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) *There are two Sections A and B.*
(ii) *Attempt any three questions from Section - A.*
(iii) *All questions carry 20 marks each.*
(iv) *Section - B is compulsory and carries 40 marks.*
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SECTION - A

1. What are emotions and how temperament differs from emotions ? Briefly explain the relationship among Emotion, motivation and Attitudes, with suitable examples.
2. Describe salient features of Counselling. Briefly discuss the qualities of an effective counsellor, with suitable examples.
3. Highlight the main bases of Group and intergroup processes. Explain with suitable examples in the organisational context.
4. What are the characteristics of 'Learning Organisation' ? Briefly explain the application of learning in organisations.

5. Write short notes on **any three** of the following :
- (a) Work Ethics
 - (b) Perceptual Selectivity
 - (c) Barriers to Effective Communication
 - (d) Type 'A' Personality
 - (e) Bases of Power

SECTION - B

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

Mr. Thomas

Quite recently, Mr. George has joined Marketing Group of a large industrial concern having an annual turnover of ₹ 70 crores. In their anxiety to cope with the external and internal environment the concern has decided to design its products to suit the needs of the target customer, both in India and abroad, as also to offer an acceptable level of service to the customer and their value for money. Accordingly various changes in the organisational structure were done and the product concept was introduced.

The demand of the marketing group was very heavy. Based on his past experience and professional competency, Mr. George was specifically chosen to head the Marketing Group.

In the initial stages, Mr. George had to take stock of the working of this group and he was soon able to observe that majority of its members

were adopting the group norms, were very nice and polite to each other, were quite free to probe each other about their feelings, and a sort of friendly, cooperative and congenial atmosphere prevailed in this group. There was harmonious working relationship among its members which facilitated maximum contribution of everybody and high degree of acceptance of Mr. George for his inclusion in the group.

On a six-monthly review, it transpired that because of concerted efforts of each and every member of this Marketing Group the overall performance of the concern in terms of booking of orders, growth, profitability, etc. improved considerably. The concern received high recognition and various awards for its emergence as a successful marketer as also in building up a high degree of customer's confidence by sustaining international standards of excellence in product quality, performance and service particularly in regard to supply of spares and after-sales-service.

The management issued appreciation letters to its employees and the members of the Marketing Group, in particular, were suitably rewarded for their grand performance.

Encouraged by the six-monthly operating results, the management decided to go in for further expansion of its business in order to retain market leadership in the manufacture of sophisticated industrial machinery and for this purpose they decided to have excellent

collaboration with leading companies abroad, of course, by adopting requisite formalities. Need was accordingly felt to induct marketing specialists and that was how Mr. Thomas, alongwith a few professionals, joined this group. Mr. Thomas, though equally capable like Mr. George, was placed as number two. After a lapse of one month it was noticed that this Marketing Group was having an entirely different atmosphere. There were signs of very few high participators and the number of low participators went up : The highs became quiet, the lows suddenly became talkative.

A sort of rivalry started plaguing in this group resulting in withdrawing tendency of most of its members and prevalence of mounting tensions. Different patterns of interactions started developing in the group and sub-groupings were noticed - One sub-group was supporting Mr. George and the other one was under Mr. Thomas who was in constant disagreement and busy in creating negative feelings and adopting undesirable group norms. All this ultimately resulted in hindrance to the smooth working of the Marketing Group. The very purpose of the management for developing/strengthening this group had been defeated and the management had to suffer a great setback. All its hopes were shattered. The overall performance of the concern during this period showed downward trend and the management could hardly afford to be a silent spectator to this odd situation. Therefore, immediate corrective steps had to be undertaken by the management and Mr. Thomas, alongwith a few trouble-makers (who were found

responsible for vitiating group atmosphere), were transferred to other groups, with a note of warning about their conduct.

At the end of the year, on reviewing the performance of the concerned persons in general and that of the Marketing Group in particular, it transpired that the Marketing Group under Mr. George was coming up smoothly and there was a very effective teamwork within the small group who was trying hard to make up the deficiency for the earlier period. The ultimate result was that, by virtue of sincere efforts of this group alongwith other groups, the concern was able to keep up its image and was also able to fulfil national expectations.

Questions :

1. What are the case issues and problems in the organisation ?
 2. Identify the social processes that are causing problems.
 3. What are your suggestions in resolving the problems ?
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