

MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

00025

**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.*
Each questions carry 20 marks.
(iii) *Section - B is compulsory for all and carries*
40 marks.
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SECTION - A

1. "The world has witnessed major shifts in paradigm since agricultural revolution. Societies develop their own respective collective paradigm which provides the basic framework by which they explain the nature of reality, enact their external environment, and define their relationship with external world".
Elaborate this statement and briefly discuss the underlying issues with respect to organisational relevance, with suitable example.
2. What are the basic tenets of Type and Trait Approaches to personality ? Briefly discuss Erikson's eight life stages of development of personality, with suitable examples.

3. Define and describe 'Self-Concept', and 'Defensiveness'. Briefly discuss various common defense mechanisms, with suitable example.
4. Explain the nature of Groups. Critically evaluate the features and factors which determine effectiveness of groups, with suitable examples.
5. Write short notes on any three of the following :
 - (a) Knowledge Management
 - (b) Transactional Analysis
 - (c) Leadership in Team Building
 - (d) Cross Cultural Training
 - (e) Corporate Culture

SECTION - B

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

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 customers' 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, along with 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 along with other groups, the concern was able to keep up its image and was also able to fulfil national expectations.

Questions :

- (a) Identify the issues involved in the above case.
- (b) Identify the main domains of group dynamics in this case.
- (c) What would you do if you were the CEO of this organisation ? Explain with reasons.
