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**MS-021**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**June, 2019**

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

*Time : 3 Hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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*Note : (i) There are three Sections—A, B and C.*

*(ii) Section A is for students who have registered till July, 2017. (Pre- revised) Answer any three questions.*

*(iii) Section B is for students who have registered from January, 2018 onwards. (Revised) Answer any three questions.*

*(iv) Each question carries 20 marks in Sections A and B.*

*(v) Section C is compulsory and carries 40 marks.*

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**Section—A**  
**(Pre-revised)**

1. Briefly describe the evolution of Indian environment from historical perspective to the present day context. Discuss the challenges faced by organizations in the present scenario.
2. Briefly discuss the importance of understanding behaviour in organizations and its implications. Describe any *two* models to understand behaviour.
3. Describe Schein's (1970) theory to Motivative People. How relevant is this theory in the present scenario ? Discuss.
4. Describe and discuss any *two* theories to enhance interpersonal relations.
5. Write short notes on any *three* of the following :
  - (a) Group effectiveness
  - (b) Cultural shock
  - (c) Preventing inter-group conflict
  - (d) Importance of counselling
  - (e) Stereotyping

**Section—B**  
**(Revised)**

6. Briefly discuss the concept and approaches to the study of behaviour and managing organizational behaviour.
7. Describe what Power is and differentiate it from Authority and Influence. Briefly discuss the dynamics of power in organizations with examples.
8. Briefly discuss reinforcement and learning. Describe methods of reinforcement and their relevance in the present day context of organizations.
9. Describe the causes of conflict and explain the methods to resolve and prevent conflict in organizations with examples.
10. Write short notes on any *three* of the following :
  - (a) Optimism in workplace
  - (b) Corporate Social Responsibility
  - (c) Women empowerment
  - (d) Process of behaviour modification
  - (e) Types of decisions

**Section—C**

11. Read the following case carefully and answer the questions given at the end :

The Iyer group of Hotels, Chief Manager Ashish (Bangalore Branch) was facing a unique problem. In spite of being recognised as '*A Chain of Hotels which can be trusted for its excellent service delivery*'. One of the main problems faced by its Bangalore branch was a high turnover of its housekeeping staff, since the past one year, which led to its existing clientele's dissatisfaction. Two to three of the hotel's esteemed existing customers had made it a point to make a note of this in the customers suggestion book. Ashish realised that it was imperative to reduce if not stop the housing staff turnover as this apart from causing customer dissatisfaction was adversely affecting the hotel's overall performance.

Ashish had a meeting with the housekeeping managers and the housekeeping executives and

it was decided that a new reinforcement system would be effective from the following month when the housekeeping staff would get an additional bonus of ₹ 500 every month, provided the employee had 100 percent attendance and a performance rating of above 90 percent. Over and above, the first ten of best housekeeping as identified by the housekeeping manager, would be allowed to undergo training at the hotel's in-house centre of learning and development. Ashish had thought the above reinforcement system would be more effective since it would take care of the otherwise incurring costs involved in hiring new housing staff the price to be paid for losing experienced housing personnel.

The housekeeping tasks were separated into vacuum cleaning, dusting, changing sheets, changing water and flowers in the room etc. The managers (or supervisors) were asked to observe the housekeeping staff's behaviour

while they performed their tasks and then forward the names of the best performers for the training programme.

At the end of six months Ashish was surprised to see that the housing staff turnover remained the same at 40 percent. A meeting with the housekeeping managers did not get anywhere because the reasons cited by them (those leaving the firm) were mentioned as '*personal reasons*'.

One day when Ashish was on his way to greet a good old customer of the hotel, overheard a (chanced) conversation between two housekeeping staff Sagar and Vinay.

Sagar—"Our HM (House Manager) Maya Madam had promised me that if my performance improves she would recommend my name for the training programme, but his time once again she has recommended the name of Trivedi another sloppy worker".

Vinay—"Biswas Sir, my HM has said that he is happy with my cent percent attendance and

92% (on an average) performance rating since the last three months, but he says that the bonus although promised monthly, will be paid as a single consolidated amount every six months, due to the accounting problems.”

**Questions :**

- (a) Was the contingency of positive reinforcement suggested by Ashish proper in the above context ?
- (b) How do you feel the schedule of reinforcement can be modified to improve employee performance ?
- (c) What reinforcement should be provided for changing the behaviour of the housekeeping managers in the above case ?