

MANAGEMENT PROGRAMME

Term-End Examination

June, 2022

**MS-021 : 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. Each question carries 20 marks.*
 - (iii) *Section B is **compulsory** and carries 40 marks.*
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SECTION A

1. Briefly discuss the meaning and approaches to organizational behaviour. Explain different OB models and their relevance to manage organizational behaviour.
2. Describe and discuss different modern theories of leadership and discuss the importance of creative decision-making as an effective decision-maker.

3. Discuss the importance of reinforcement as an effective tool for motivation and learning.
4. Describe the concept and process of behaviour modification. Explain the role of a manager in application of organizational behaviour modification.
5. Write short notes on any *three* of the following :
 - (a) Third Party Negotiations
 - (b) Corporate Social Responsibility
 - (c) Gender Diversity
 - (d) Causes of Conflict
 - (e) Power vs Authority

SECTION B

6. Read the following cases carefully and answer the questions given at the end of each case :

CASE I

NP Software Technologies was an MNC, with HQ in New York, keen to develop a design centre in India. So, in 1998, when the Indian Centre at Bangalore got ready, the company sent its recruiting agency to select a Sr. Manager (in-charge of Software and Hardware groups), required to directly report to the Country Manager (to be based in Bangalore). The recruiting agency forwarded the name of Mukesh, 32 years of age, a B.Tech (IIT, Mumbai) with 10 years of industrial experience (including handling of a few foreign assignments) to suit the post of a Senior Manager. The core team from NP were impressed by Mukesh's performance at the interview and offered him the job.

Mukesh joined NP in June 1999. In the first 6 months after joining NP, Mukesh showed interest and was actively involved in recruiting many engineers (either freshers or with a few years of relevant experience) to join NP's Hardware and Software divisions. After some

time, i.e., from early 2000 onwards, Mukesh's behaviour started changing and this was visible in the type of decisions taken by him. To quote a few instances :

The new recruits were invited for a pep talk immediately after the orientation programme. During this meeting, Mukesh did most of the talking and did not encourage the new entrants to open up and mingle with each other.

- * Very often Mukesh was heard voicing aloud on finding it difficult to set clear-cut directions and delegate properly to his subordinates.
- * When the top management took strategic decisions to reorganise divisions, adopt new production technologies and reduce its workforce, Mukesh found it difficult to implement the needed adaptations. Very often he was seen getting into verbal fights with the Country Manager, and not able to convince his subordinates about the new transformations and changes suggested by the top management.
- * At times, his subordinates found it more apt to approach the Country Manager's chamber and seek clarity with regards to their work.

- * Mukesh was called by his superior and told to modify his behaviour in view of the company's and his own interest. But Mukesh took the talk from the Country Manager in his own stride and very lightly. Ultimately one fine day, Mukesh was asked to resign and leave NP Software Technologies.

Questions :

- (a) Identify the issues in this case.
- (b) Give suggestions to handle this case.

CASE II

Raju and Kirti have been friends since their school days. After completion of their college education, Raju (son of a businessman) joined his father's business, CDB firm and Kirti completed his CA and joined a well-known accounting firm, KPL Associates. Being good in his job, Kirti slowly established a name for himself in the business circles.

Meanwhile, under Raju, CDB firm started growing and went on to become a large organization. CDB firm was looking for competent accountants to fill up two vacancies.

Tina (another competent Chartered Accountant) Kirti were short-listed and finally hired by CDB firm. Like a lot of successful professionals, both Kirti and Tina were confident about themselves and also about giving their best to the organization.

After some time, to keep pace with the organization's growth, CDB went on to bring about new team structure changes. One day the General Manager (HRD), Shirish had an opportunity to meet Raju and during the course of reviewing the structural changes said, "Sir, both Kirti and Tina have similar backgrounds, they are both talented and good and seem to enjoy working with us and yet have reacted in different ways to our new team structure."

When asked to explain, the General Manager (HRD), Shirish said, "Last week, a new approach was created for the AD Audit because it was felt that we didn't have much experience with that type of audit. Tina has responded very well to the changed procedures, but Kirti seems to not be very happy about them. In a short time, he's gone from being one of the most pleasant employees to being very difficult to get along with. At times some of the subtle ways of

managing people surprise me. We have employees facing the same set of circumstances and yet get such very different reactions from them. I simply don't understand, why these differences exist in behaviour among such employees. What should I do ?”

Questions :

- (a) If you were Raju, what advice will you give to Shirish ?

 - (b) Can you suggest ways to avoid such occurrences in future ?
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