

MANAGEMENT PROGRAMME

Term-End Examination 03351  
December, 2011

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**.  
All questions carry **20** marks each.
  - (iii) **Section - B** is **compulsory** and carries **40** marks.
- 
- 

**SECTION-A**

1. Describe the growing importance of Teams in today's business scenario. Discuss the processes involved in building effective Teams.
2. Discuss any two theories of motivation and their usefulness in organisation cite suitable examples.
3. Define and describe communication channels. Discuss with examples how effectively they can be used in organisations.

4. What is work culture ? Explain various attributes of work culture. Briefly discuss the measures to be undertaken for developing work culture.
  
5. Write short notes on any *three* of the following :
  - (a) Work ethics
  - (b) Group cohesiveness
  - (c) Ethical issues in counselling in organisations
  - (d) Halo effect
  - (e) Emotional intelligence.

## SECTION - B

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

### **Case Incident : I can't take it any more!**

Sonia was the head of the marketing services division at the Triumph Management Group Head office based in Bangalore. On face it appeared Sonia was very lucky as she had it all - a high profile job with a big company, high pay along with stock options, a likeable enthusiastic team of co-workers. On the personal front Sonia's husband was a senior financial specialist with a multinational firm and they had a daughter who was going to a reputed school with a good housekeeper to look after the daughter and home.

On the job front, Sonia was liked not only by her colleagues but by her subordinates as well as her superiors for her total commitment to the task assigned to her, communication abilities and pleasant personality. The board of the Triumph Management Group were deliberating on the merging of this company with their sister concern Trident Value Group so as to gain strategic competence. After this decision was tentatively communicated there seemed to be visible certain working conditions leading to manager's level of perceived stress. The most stressful organisational change events were the frequent changes in instructions, policies and procedures, facing unexpected crises and deadlines and sudden increase in the activity level or pace of work.

Sonia realised that stress was affecting her team's performance because many of her managers complained about work overload, absence of a proper feedback and only communication was received when performance was found to be unsatisfactory, along with role conflict and ambiguity. Sonia, at her level tried to address these issues by frankly telling her subordinates that the management had not given clear guidelines on how the organisational changes were going to affect this firm's employees. So till such instructions were received, they (employees) continue to work as per the current requirement. She also advised them to do regular physical exercise and ensure a proper intake of balanced diet so as to reduce stress.

Very soon Sonia also started feeling that stress was affecting her performance. She recalled the turn of events after receiving oral information on the managements decision to elevate her to the post of Vice President (marketing). She had made two presentations of two important issues to the board during the past 1 1/2 months. And they were reasonably good based on the feedback received from her superior. Sonia remembered that at the time of the presentation though 'keyed up', her presentation had revealed a lot of enthusiasm, energy and confidence. She had been able to answer almost all the questions put forward to her by the board members.

But after the presentations, Sonia started feeling that at the work place, her schedule was dominated by one crisis after another. On most of the days when she came home it was very late, giving her hardly any time to talk and play with her daughter or talk to her husband. Many of her work days started at 7 a.m. and continued till almost 10 p.m. She longed for quality time specially to be with her family and also pursue her passion of playing the 'Veena', her favourite musical instrument. Finally one fine day Sonia presented her resignation letter to her superior quoting "personal reasons" as the reason for leaving.

#### **Questions for Discussion**

1. Identify the causes of stress at the individual level (for Sonia), and the general work stressors in the above case.
2. What methods of stress management would you suggest to the organisation in the above case, to reduce stress at the individual employee level and organisational level ?

---