

No. of Printed Pages : 11

MS-21**Section—A****(Pre-Revised)****MANAGEMENT PROGRAMME (MP)****Term-End Examination****June, 2021****MS-21 : SOCIAL PROCESSES AND
BEHAVIOURAL ISSUES***Time : 3 Hours**Maximum Marks : 100**(Weightage : 70%)*

Note : (i) *There are three Sections A, B and C : Section A is for the students who have registered till July 2017 (Pre-revised). Answer any **three** questions. Section B is for the students who have registered from January 2018 onwards (Revised). Answer any **three** questions. Each question carries 20 marks in Section A and Section B.*

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

1. What is 'Perceptual Selectivity' ? Briefly describe the external and internal factors influencing perception. 20
2. Describe the salient features of counselling, and the importance of counselling in an organisation. Explain with suitable examples. 20
3. Describe the nature of functional and dysfunctional conflicts. Briefly discuss their positive and negative consequences in the organisational set-up. Cite examples. 20
4. What are the attributes of work culture ? Briefly describe measures to be taken in order to develop work culture in an organisational setup. Explain with example. 20

[3]

MS-21

5. Write short notes on any *three* of the following :

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(i) Sources of power

(ii) Downsizing

(iii) Learning Organisations

(iv) Leadership in Team Building

(v) Cross-cultural dynamics

Section—B

(Revised)

1. “Inter-organisational institutionalisation is addressed through the concept of ‘isomorphism’. When we interpret one of the most important phenomenon of current times namely globalisation, we can clearly see how political, economic and socio-cultural systems are

P. T. O.

[4]

MS-21

shaping their institutional base on the principle of isomorphism.”

Elaborate this statement and briefly discuss the underlying concept with suitable example.

20

2. Define and describe levels of diversity in an organisation. Briefly discuss the importance of biographical characteristics and discrimination at organisational level. Explain with example. 20
3. Discuss organisational conflict management. 20
4. Define and describe nature and skills ethical issues of counselling. Cite relevant example. 20

[5]

MS-21

5. Write short notes on any *three* of the following : 20

- (i) Importance of individual system and social system in the O. B.
- (ii) Spirituality and Organisational Culture
- (iii) Reinforcement and Learning
- (iv) Empowerment
- (v) Organisation Citizenship Behaviour

Section—C

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

Mr. Venkat Raman joined Southern Fertilizers Manufacturing Company in January 1987 as a Junior Operator Trainee. Within the non-executive category, the company had five levels from P1 (the lowest grade) to P5 (the highest

P. T. O.

[6]

MS-21

grade). Raman joined at P2 level. After training, he was absorbed in the Ammonium Sulphate Shop as a Junior Operator. He rose up to the level of P4 in December 1991 because of his sincere and hard work. All though these years, he kept away from union activities. He never refused or avoided and job. Very often his officers used to ask him to do additional jobs which he did willingly. Gradually Raman became a handy man for all sundry assignments which others might have refused.

Since February 1992, Raman was regularly asked to perform certain duties which were actually to be done by a P5 level operator as the post in the higher grade was vacant. However, as per the Company's rules, Raman was not eligible for promotion to the higher grade at that time.

Gradually, Raman started performing all the duties attached to the higher post. About this time, Raman started taking interest in union activities. On August 8, 1993 Raman was instructed by his superior to stop one agitator pump and start another one. He was also asked to normalise the operation of the sulphate drier. Later his boss alleged that he did not attend to these job and neglected his normal inspection duty as a result of which tar got settled in a tank which was a remain free of tar. On August 12, Raman was instructed to attend to the breakdown of discharge feeder chain and conveyor. Later his superior alleged that he did not do this job. On both these days, Raman did not fill the section's log book which was a part of his normal duty.

P. T. O.

On August 25, a show-cause notice was served on Raman demanding explanation within 48 hours as to why disciplinary action should not be taken against him. He replied on August 29, denying the allegations and stating that the management had fabricated the charges. As per the company's rules, he was charge-sheeted on October 18, for (a) neglect of duty, and (b) willful insubordination and disobedience of the lawful and reasonable orders of his superiors.

Raman replied on October 25, denying all the charges and requesting the management to withdraw the charges immediately. Thereafter, an Enquiry Committee consisting of an officer from the Ammonium Nitrate Department and an officer from the Personnel Department was

set up to look into the charges. Raman was given an opportunity to produce evidence on his behalf and defend himself. The committee held 20 sittings and throughout the proceedings, Raman denied the allegations levelled against him and asserted that his boss was prejudiced against him because of his union activities.

In April 1995, the enquiry committee brought out the following points in its findings :

- (a) There was a provision in the company for paying acting allowance to those operators who acted in the higher grade temporarily for more than three months. It appeared that Raman had been demanding the acting allowance, but due to some procedural problems, he was not paid.

P. T. O.

- (b) It could not be proved beyond doubt that the instructions were given to him and that he did not abide by the instructions given to him on August 8, 1993.
- (c) On August 8, 1993, Raman deliberately neglected his normal inspection duty resulting in the deposit of tar in the tank. The loss to the company was, however, insignificant.
- (d) Raman did not attend to the breakdown on August 12, 1993 as instructed by his boss.
- (e) Raman did not fill the section's log book on August 8 and 12, 1993 as was expected of him.

Questions :

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- (a) Why did Raman turn to such non-cooperative behaviour despite having an excellent record of performance and cooperation ?
- (b) How do you see the relationship between Raman and his superior ?
- (c) Do you feel that recurrence of such cases can be avoided by improving the motivational climate of the organisation ?