

MANAGEMENT PROGRAMME**Term-End Examination****June, 2007****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 different sources of power and discuss its dynamics in an organisation, with relevant examples.
2. What is motivation ? Discuss the Maslow's and McClelland's theories of motivation and their relevance in the present day context.

3. Discuss the importance of counselling in organisations and discuss the ethical issues involved in counselling in organisations.
4. Describe various roles in group process and discuss how group effectiveness can be increased.
5. Write short notes on any **three** of the following :
 - (i) Cross-culture differences
 - (ii) Role of leader in Team-Building
 - (iii) Halo effect and Stereotyping
 - (iv) Barriers to communication
 - (v) Process of conflict

SECTION B

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

Anju and Ria are two sisters and the daughters of Mr. O.P. Sharma and Shama Sharma. Mr. Sharma is a well known advocate practising in Surat (Gujarat State), while Shama Sharma is a housewife. Right from childhood, the two sisters had shown different personality traits. Anju was an introvert, quiet, did not express much and was always involved in doing her own things. By contrast Ria was a typical extrovert — always speaking her mind, bubbling with enthusiasm, sociable. Though Ria was usually the centre of attraction at social events and gatherings, Mr. and Mrs. Sharma, never differentiated or favoured any one child. Mr. Sharma was very busy in his professional life and so management of the house and family was totally Mrs. Sharma's priority/concern.

Mrs. Sharma was very clear in her belief that if one wants anything, nothing is impossible and also nothing can come in the way of achieving that something. Mrs. Sharma was responsible in shaping her childrens' aspirations. She always encouraged her daughters to pursue their dreams by overcoming obstacles. Anju completed her M.Sc. in Microbiology and left for the U.S., to study as a research scholar in her area of specialisation. Ria after graduation, did her

M.B.A. from one of the premier institutes and through campus recruitment was placed in an MNC 'TCOLEE LTD.' This company also had a competitive culture which suited Ria's personality. Her former colleagues used to say "Ria was unafraid to speak her mind and always had an inner drive to seek greater responsibilities and promotions." Recognising her talent, the company promoted her as a team facilitator, within one and a half years, and sent her to their Singapore branch, where 150 persons were employed. Within a few months in her new position, Ria realised that her immediate superior Rajesh's personality was very different from that of her former boss. Rajesh believed that situations determined behaviour and in case of situational requirement would hire persons at random and then structure the situation accordingly. As a result, Ria noticed that members of her team were finding it difficult to work together. She realised that it was a classic case of personality conflict as they (team members) didn't like each other and this could prove to be disruptive.

Ria called the team members and gave them a time frame within which they had to work things out. She was very firm when she spoke to the team members. "I have communicated to you all about the problems your behaviour is causing, but I hope you realise that the work has to be completed in the required time irrespective of how you get along." But even after another six months,

Ria realised that the team was still not working well together, the productivity was inadequate and the morale was also low. Ria thought "I know I have to do something because it is affecting their work." After a lot of introspection, Ria decides that the best way of solving the problem was by simply dissolving the team and placing its members elsewhere rather than trying to determine who was right or wrong.

Questions

- (a) What could be the key determinants involved in shaping Ria's personality ?
- (b) There is a popular saying 'When the going gets tough, the tough get going'. In Ria's case, what are the implications of the goal orientation exhibited, and why ?
- (c) If you are asked to select candidates for developing a team at Ria's office, what traits will you look out for in prospective employees ? Why ?

