

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2010

### 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. Critically discuss the changed role of managers in the context of globalisation.
2. What is emotional intelligence ? Discuss the importance of managing emotions at work.
3. Describe the relevance of behaviour modification in organisations and discuss the ethical issues involved in behaviour modification.
4. Discuss any model of group development and its appropriateness in an organisation.

5. Write short notes on *any three* of the following :
- (a) Politics in an organisation
  - (b) Sources of conflict
  - (c) Barriers to communication
  - (d) Halo effect
  - (e) Work ethics

## SECTION-B

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

### CASE I

NP Software Technologies was an MNC, 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 top management took strategic decisions to re-organise 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 time, 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) Do you think it was wrong on the part of Mukesh to have joined NP Software Technologies ? Why ?
- (b) What suggestions can you make to Mukesh to help him to modify his behaviour ?

## 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 organisation. CDB firm was looking for competent accountants to fill up two vacancies. Tina (another competent Chartered Accountant) and Kirti were short-listed and finally hired by the CDB firm. Like a lot of successful professionals, both Kirthi and Tina were confident about themselves and also about giving their best to the organisation.

After some time, to keep pace with the organisation'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 not to 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 ?
-