

[Dec-16]

[MPDHR-301]
MBA (HRM) Degree Examination

III SEMESTER

SOCIAL PROCESS AND BEHAVIOURAL ISSUES
(Effective from the admitted batch 2009-10)

Time: 3 Hours

Max. Marks: 70

Instructions: All parts of the unit must be answered in one place only.
Figures in the right hand margin indicate marks allotted.

SECTION-A

1. Answer any Five of the following:
- What are work ethics?
 - What is motivation?
 - Define perception?
 - Define persuasion?
 - What is conflict resolution?
 - What are cross cultural issues?
 - Define power dynamics
 - Organizational values.

SECTION-B

Answer all questions:

2. a) Describe the role of a manager in an organization in the present day scenario and explain how he/she can change the mindset of employees in the changing business scenario

OR

- b) Discuss how understanding human behavior and its implications are important for the organization
3. a) Describe any two theories of motivation and their relevance in the modern work context in India

OR

- b) What are common errors in perception and how errors in perception can be overcome with reference to organizational processes?
- 4. a) What are interpersonal communication skills at work? Briefly explain exchange theory of interpersonal communication

OR

- b) Describe salient features of counseling in the organizational context and its importance for the management of human resources
- 5. a) Explain the reasons for group formation. What are the different stages of group formation and briefly discuss how effectiveness in groups can be enhanced?

OR

- b) Describe any one approach to conflict process and discuss various conflict Management styles and their relevance citing suitable examples
- 6. a) Describe power dynamics in an organization and explain how power can be used ethically? Cite suitable examples

OR

- b) Discuss the importance of understanding political behaviour in an organization. Comment on whether the use of power and politics in organisations is ethical or unethical

SECTION-C

7. Case Study (Compulsory):

Sudhakar, the technical head at Mont. Electronics Ltd., was happy that he was able to fill up the two vacancies in the systems department by selecting Ajay and Ganesh. Ajay was a M.Sc. (Electronics) degree holder along with 6 months of industrial experience. Ganesh was a fresher, with first class degree (in electronics) engineering. Both Ajay and Ganesh were intelligent, hard working and usually were able to complete the projects assigned to them

After a few months at Mont. Sudhakar realised that Ganesh always perceived himself to be more qualified than Ajay, because of his engineering background coupled with his better communication skills. Once he had overheard Ganesh taking the full credit for overseeing an overseas project completed in an efficient manner. Sudhakar spoke to their (Ajay's and Ganesh's) immediate superior Naveen, who confirmed that completion of the said project was a combined effort, with rather more inputs from Ajay's side. He also told Naveen to have a talk with Ganesh and rectify communication gaps, if any

The talk seemed to help Ganesh who realised that if he had to come up, he had to transform his image for the good and try to mould himself into a strategic thinker. Ganesh honed his skills and started attending marketing and strategic planning classes to upgrade his knowledge. The classes opened his eyes on how to make assumptions on project sales, revenues, costs and profits. Very often he was seen voluntarily helping his superior to study the company data and analyze it. Seeing the change in Ganesh, Sudhakar was happy. Observing Ganesh's motivation, at the end of the probation period, he was offered a confirmed job as an assistant manager. Meanwhile Ajay was offered the position of a database analyst, after his probation period was completed successfully

Sudhakar had presumed that both Ajay and Ganesh would be happy on being confirmed and promoted. One day he happened to meet the Human Resources head during an informal meeting of the various heads of departments to discuss about the managerial problems they each grapple with. The HR head was speaking to Sudhakar, "I was satisfied and feeling quite competent as a HR person, when something like this has to occur." "Why? What happened?" Sudhakar enquired. "It is concerning your boy Ganesh. Based on his superiors feedback and your observation of his area of competence, he was offered a confirmed job of an assistant manager

But yesterday he came to meet me and said 'I feel I am my own enemy. May be it would be better if I go back to fixing things because I was quite comfortable with that. Now I realise that I have to learn on how to manage the impressions that others have of my role'. ' On further questioning the HR head he realised that quite often Ganesh became, by default, the

technological fix-it person on projects because of his "engineering experience background. Also he had to learn to communicate with non-technical people. Now the HR head asked Sudhakar whether he could suggest a remedy or solution to the problem

Questions:

- (a) Do you think Sudhakar was wrong in his initial perception about Ganesh being more suitable for carrying out managerial functions?
- (b) Which facet of socialization is relevant in the above case? Justify your answer
- (c) Can you suggest way(s) to solve the problem mentioned in the case?

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