

**SVKM'S NMIMS UNIVERSITY
SCHOOL OF DISTANCE LEARNING**

Programme: PGDHRM (Semester III)/PGDBM (Semester III)

Subject: Social Processes and Behavioural Issues

**Date: 02-06-09
(3.00 p.m. to 6.00 p.m.)**

**Marks: 100
Time : 3 hrs**

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page.
2. Figure in brackets indicate full marks.
3. The paper contains three sections: A, B and C. Section A is for 25 marks, section B is for 45 marks and Section C for 30 marks.
4. Section A contains questions no. 1 and 2. Both are compulsory
5. Section B contains questions 3 to 7. The candidates have to answer any three from this section
6. Section C contains question no. 8 based on a small case and the candidates have to answer the questions that follow based on the case
7. In all there are eight (8) questions in the paper and the candidates have to answer the same as per the above instructions

**Section A
(25 Marks)**

1. Attempt any **TWO PARTS** out of the four given parts in brief (not more than 200 words each): **(5+5=10 Marks)**
 - a) What is the difference between tacit and explicit knowledge?
 - b) 'Learning is a social experience'-do you agree?
 - c) How does a group differ from a team?
 - d) What are the main defence mechanisms that we use?

2. Write Short notes on **ANY THREE** of the following: **(5+5+5=15 Marks)**
 - a) Globalisation
 - b) Persuasion Process
 - c) Motivational Theory of Vroom
 - d) Sociometry
 - e) Authority

Continued.....

Section B

(15+15+15=45 Marks)

3. What is meant by emotional intelligence? What is its importance in present day management context with knowledge based work and global spread of companies?
4. What is transactional analysis? What is its importance in the context of communication?
5. Discuss the main features of a learning organisation. What are its main disciplines according to Senge?
6. Discuss the dimensions on which Hofstede differentiates between the cultures. Where does India figure on those dimensions (in terms of being high or low)?
7. Explain Tuckman's five-stages model of group development. Can we say that it is the norms and rules of the group that determine its success?

Section C

(30 Marks)

8. Read the passage given below and answer the questions that follow:

Competition in the market forces an auto company to rethink its quality policy. The company transmits its objective of quality improvement to the plant levels with the assurance of all possible support for quality improvement programmes. At one of the plants producing crucial components like engine, the production department increasingly realises that there is a strong need to modernize equipment in certain parts of the process. The production manager of the plant discusses the issue with his counterpart in finance. However, the Finance Manager dismissed most of the suggested expenditure pointing out that both quality improvement and reduction in costs is an objective. The production group argues that the new and efficient equipment portends significant cost reduction over a period of time due to better efficiency but the Finance Manager argues that given the immediate concerns, one cannot incur so much expenditure which may have ripple effect across the plants and ultimately reflect in the annual accounts. The argument rises over a period of time with politics being played by both the managers. The issue reaches the corporate office, where Director (Quality) tries to resolve the tussle between the two groups led by their managers. In the meeting, it seems that the issues is not simply about the quality or cost but extends much beyond. Both the managers are not even ready to listen to each-other and there is an element of antagonism. The argument progresses just for thee same of argument. In the end the meeting is adjourned for another day.

- a) What in your view can explain the conflict between the managers from the two departments? (15 Marks)
- b) What are the possible ways in which this conflict could be handled? (15 Marks)
