

MAY 2012

**P/ID 77537/  
PMEQ/PMB05**

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Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What are the benefits of a good organization? Give examples.
2. Explain Organizational Commitment.
3. Why do groups form? Describe a classic group structure.
4. Explain the sources of stress and consequences of stress.
5. Write short note on quality circle.
6. What are the causes for organizational change? Describe the various models of change management.
7. What are the key roles of organizational culture?
8. Explain the forces reshaping organization.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Explain the various approaches to understanding organizations.
10. List and explain the internal and external forces that necessitated the change in the outlook of Disney operations.
11. Explain the functions and effects of organizational culture.
12. Differentiate between organizational culture and organizational climate. How the change in organizational culture is managed in India?
13. Describe the various types of stress at work. How people manage occupational stress?
14. Explain the importance of change and resistance factors to change.
15. Explain the elements of organizational development.
16. How do develop a Global Organizational Culture?

PART C — (20 marks)

(Compulsory)

17. Mr. Kamal Mayan joined as office manager. Industrial Produces Limited, Bombay, after coming back from U.S.A from where he got M.B.A degree with specialization in personnel management. He was young and energetic and believed in results, Before proceeding to U.S.A he had several years of experience in India in different capacities. When Mr. Nayan joined Industrial Products Limited, its office time was 10.30 A.M to 5.50 P.M. he felt that the timing should be changed to 10.00 am to 5.00 p.m because he knew that office personnel in USA. did not work after 5.00 pm. He thought this to be true India also and to ensure more availability of effective time for office; he changed it to 10.00 am to 5.00 pm. He announced the change officially.

No one reacted initially but after two days Mr. Nayan received a written memorandum by all office personnel that old office timing be restored, Mr. Nayan did not yield to this demand. However, he was convinced that the first step was to build co-operative spirit among his employees through informal get-together. Therefore, he prepared a scheme of having monthly sinner party of all members of the office. In the party, all members were to bring their home made dishes. Their were

to be engaged to attend the monthly dinner party. The scheme was announced through placing it on the information bulletin of the company. The notice also invited suggestions from the members for making the scheme successful. Two weeks elapsed and no suggestion came. On one occasion when the day was nearing for the first dinner meeting he overheard the following conversation between two of his office members :

First employer: “

So, what are you bringing for the party? As for myself, I will bring Bhelpuri.”

Second employee:” I will bring china” (Both laughed) Mr. Nayan felt that nobody was seemed to be concerned in his scheme.

Questions :

- (a) What were the reasons for not supporting the actions of Mr. Kamal Mayan by his employees?
- (b) Advise Mr. Kamal Nayan hoe he should proceed in the matter.