

MAY 2016

**P/ID 77537/PMEQ/
PMB05/PMG05/
MBNEQ**

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Write a note on organizational design.
2. Explain the importance of life cycles in an organization.
3. Bring out the features of organizational culture.
4. How are groups formed? Mention the stages.
5. Write a note on succession planning.
6. Identify the benefits and limitations of stress.
7. What is the role of change agents in organisations?
8. What do you mean by learning organisation?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. What kinds of organizational changes have resulted from increased international competition and how has the HRM helped achieve those changes?
10. What is cultural shock? How do you overcome?

11. Explain the career stage model with an example.
12. How do you ensure that quality of work life is important in organisations?
13. Explain any two approaches to the management of stress.
14. Explain the relevance of teams and their formation in organizations.
15. What is sensitivity training? State its needs.
16. Describe Levin's change model with specific thrust to Indian conditions.

PART C — (1× 20 = 20 marks)

Compulsory — Case study.

17. Sameer Mehta works for Alpha Pharma Ltd. Alpha Pharma is a 40 year old traditional company which manufactures pharmaceutical products ranging from antibiotics to cough syrups. Sameer is a Medical representative and has to make on an average 10 calls per day to promote the company's products to doctors. He has been working with the company for past 4 years. He is a smart employee who has marketed the company's products well. However, Sameer hates if someone

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were to point his flaws. He has often argued out his performance appraisal with his boss Sudhakar Raut, if it has been critical. Sudhakar finds Sameer to be a difficult person who always expects praise and avoids criticism. Whereas Sameer believes that he has been loyal to the company in the face of offers from the competitors, as well as, he has really worked hard for the company. He strongly believes that Sudhakar should be more encouraging in his approach by praising good work done rather than criticizing him. Sudhakar on the other hand believes in honestly telling the subordinate where he has gone wrong to help him correct himself in the future. He also believes that too much of praise may make an employee self-complacent.

Recently Sudhakar was taking stock of Sameer's work for the month and he realized that on an average Sameer has been making approximately 8-9 calls per day instead of making the standard 10 calls per day. From the records, he found that only on 6 occasions Sameer had met the standard of 10 calls per day. So he decided to talk it out with Sameer.

When Sameer met Sudhakar, he was full of apprehension. He expected criticism and hence has prepared his response well in advance. When Sudhakar asked him about the number of calls made during the month, Sameer immediately said

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that the new product that he was promoting was a product which faced stiff competition in the market. Obviously because of this he had to spend more in time in convincing the medical practitioners. Sudhakar seemed to be in doubt about this. Sameer further added that he had tried to cover doctors spread over a reasonably large geographical area, which made commuting cumbersome. Sudhakar was convinced that Sameer was not prepared to accept any suggestion for improvement and was instead very defensive in his approach. Sudhakar closed the meeting by clearly sounding Sameer on the lapse that had been committed during the month and also advised him to be careful in the future. Sameer however thought that Sudhakar was as usual being critical about him and was simply indulging in nit picking.

Questions :

- (a) Define the problem posed in this case. If you were in place of Sameer and if you were asked to explain your position what would you do?
- (b) What advise will you give to Sudhakar to help him change Sameer's perception?

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