

**SML 305**  
**MAJOR**  
**Nov 22, 2008**

**Max. Marks: 30**  
**Time: 2 hours**

1. What are the issues that one needs to focus on while studying organizations? Briefly explain any three of them? ....5
2. What are the recommendations of Hersey & Blanchard for incorporating the maturity of the subordinates in explaining the leader behavior? ....2
3. What are the mechanisms through which organizational goals, strategies and culture are incorporated into the HR function? What are the traditional and modern methods (describe one of each) designing jobs on the shop floor?. ...3
4. What are the three important issues that need to be addressed in performance management? What is equity theory of motivation? How are internal and external equity built into the process of wage determination? ....5
5. How do companies incorporate individual and team performances while appraising and paying teams, explain with the help of company examples?  
What are the different types of non monetary rewards? What are the merits and demerits of using non monetary rewards? .... 5
6. How do companies conduct the induction and cross-cultural training programmes?  
Explain with the help of company examples. How do companies train their people to be systematically innovative and original while solving problems? .....5

Or

What are the best practices for replacing a CEO? What methods and systems can companies use to become lean (retrench its employees) without being mean?

7. What is experiential learning? What are the questions/issues that it addresses and how do the methods used help in addressing these questions/issues? What is middlecence? How do companies handle it? Explain with the help of one company example. .... 5

Or

After existing in a stable environment for over 20 years, company XYZ is suddenly facing challenges of technology innovation and change in the culture of the organization? It realizes that the middle level managers are neither able to cope with the new technology nor with the new ways of doing things (culture). What advice would you give to the company so that it is able to retrench its middle managers humanely?