



- (b) What do you mean by “Culture”? Explain what are the core values of Indian culture? 07

**OR**

- (b) In today’s dynamically changing work environment, understanding human behavior has become very important. What are the challenges and opportunities that managers have in applying OB concepts? 07

- Q.3** (a) In your own words, explain briefly Maslow’s theory of motivation. Relate it to Alderfer’s ERG model. 07  
(b) Discuss the concept of “Hofstede’s framework”? In context of Hofstede’s framework, compare India & USA cultural values. 07

**OR**

- Q.3** (a) What is Power? Describe the five bases of power in detail with example of each one. 07  
(b) Discuss “LMX” theory of leadership in detail. Suppose you are a Chief Minister of any state & you need to use this theory, then how it can be implemented in your situation? Discuss in brief. 07

- Q.4** (a) Write down short note on: Stages of Group development process 07  
(b) What do you mean by “Kurt Levin’s Change Model”? As a HR manager you need to change the working of your bank branches from 8:00 am to 8:00 pm instead of 10:00 am to 05:00 pm. How employees will react in this situation? As a HR manager how can you use Kurt Levin’s change model in this situation? 07

**OR**

- Q.4** (a) Define Conflict. Outline the various conflict management techniques in brief. 07  
(b) Write down strategies to show job dissatisfaction? Relate following situations with types of strategy followed in each case to express dissatisfaction: 07  
1. Workers are doing candle walk in the street against mill owner policies.  
2. Employees are waiting to resolve problem by itself.  
3. Union leader writes down an application to narrate their problems to general manager.

- Q.5** Discuss the case study with answers of following questions. 14

### **Surviving Plant World’s in Hard Times**

In ten years, “Plant World” had grown from a one-person venture into the largest nursery and landscaping business in its area. Its lady founder, Myta Ong, combined a lifelong interest in plants with a botany degree to provide a unique customer service. Ong had managed the company’s growth so that even with twenty full-time employees working in six to eight crews, the organization culture was still as open, friendly, and personal as it had been when her only “employees” were friends who would volunteer to help her move a heavy tree.

To maintain that atmosphere, Ong involved herself increasingly with people and less with plants as the company grew. She kept track of the

birthdays of every employee and even those of their children. She was up every morning by five-thirty arranging schedules so that John could get his son out of daycare at four o'clock and Martina could be back in town for her afternoon high school equivalency classes.

Paying all this attention to employees may have led Ong to make a single bad business decision that almost destroyed the company. She provided extensive landscaping to a new mall on credit, and when the mall never opened and its owners went bankrupt, Plant World found itself in deep trouble. The company had virtually no cash and had to pay off the bills for the mall plants, most of which were not even salvageable.

One Friday, Ong called a meeting with her employees and leveled with them: either they would not get paid for a month or Plant World would fold. The news hit the employees hard. Many counted on the Friday paycheck to buy groceries for the week. The local unemployment rate was low, however, and they knew they could find other jobs.

But as they looked around, they wondered whether they could ever find this kind of job. Sure, the pay was not the greatest, but the tears in the eyes of some workers were not over pay or personal hardship; they were for Ong, her dream, and her difficulties. They never thought of her as the boss.

Ong gave her employees the weekend to think over their decision: whether to take their pay and look for another job or to dig into their savings and go on working. Knowing it would be hard for them to quit, she told them they did not have to face her on Monday; if they did not show up, she would send them their checks. But when she arrived at seven-forty Monday morning, she found the entire group already there; ready to work even harder to pull the company through.

**Comment on the following aspects of the case study:**

- (a) How would you describe the organization culture at Plant World?
- (b) According to Managerial Grid theory, where you can put Myta Ong as a leader? Justify your stand.

**OR**

**Q.5 Discuss the case study with answers of following questions.**

**14**

**SUCCESS STORY OF NIIT**

NIIT was founded in 1981 by two IIT, Delhi graduates, Rajendra S. Pawar and Vijay K. Thadani with a vision of meeting basic requirements for IT talent in a world moving into information based economy. They had anticipations about the unpreparedness of Indian society to cope with the forthcoming information age and adopted the mission “bringing people and computers together, successfully”. Initially, NIIT delivered IT training to a broad spectrum of people – from students seeking a career in computers to IT professionals requiring advanced skills; from managers giving their careers an edge, to school children using computers as a learning tool. NIIT’s innovative offerings demonstrated the company’s ability to constantly renew itself to anticipate future technology trends. From a computer training

institute, NIIT has emerged as a global IT solutions corporation offering knowledge solutions along with developing software solutions along with developing software solutions. Headquartered in New Delhi, India, NIIT operated through 100% subsidiaries in the US, Asia Pacific, Europe, and Japan and has operations in about 40 countries.

Its mission keeps pace with the developments in the field of IT is evolved through organization wide discussions which helps develop commitment among employees. The organization operates with the help of task teams designed for specific customer requirements for a specific period to carry out the work. Team culture and openness are emphasized a great deal. NIIT's corporate culture focuses on values such as quality, creativity, and customer satisfaction. The quality culture of NIIT has been the result of the sustained efforts of its management – perpetuated through induction, socialization, reinforcement, innovation, and concern for internal and external customers. The quality culture is ingrained at NIIT in such a way that the priority is to prevent mistakes rather than rectify them. Also, quality efforts are backed by results, which are rewarded. Employees are treated as intellectual capital and are looked after well. The happy and committed employees ensure customer satisfaction and this has got them wide acceptance across the globe. It has got well designed mechanisms for monitoring the quality for its products, services and or software processes. Most of NIIT's businesses have ISO 9000 certification. The work culture at NIIT has gone through all the stages of culture development like symbols, behavior, organizational values, attitudes, and shared assumptions, and probably this is the reason it has been able to sustain it.

**Comment on the following aspects of the case study:**

- (a) What is the different between vision and mission? State vision and mission of NIIT.
- (b) How corporate culture can be imbibed amongst the employees according to NIIT philosophy?

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