

Date: 19.12.2007
Time: 3.00 to 6.00

- NB :**
1. Attempt any 5 Questions out of the 8 questions
 2. Answer to each new Question to be started on a fresh page
 3. Figure in brackets indicate full marks
 4. Answers must be precise and written in points

Q 1. Explain the concept of groups and the various categories of groups. (20)

Q 2. Explain the stages of group development in detail. (20)

Q 3. Write in brief on –

- a. Group cohesion (10)
- b. Alienation (10)

Q 4. Write short notes on (any 2) –

- a. Role space (10)
- b. Role set (10)
- c. Sources of stress (10)
- d. Stages of burn out (10)

Q 5. You are the HR Manager of a BPO company that has its clients in the US and Canada. The call centers spread across 4 locations in India employ about 6500 Customer Response Executives. The working hours are odd and the demands of the job very high. Attrition is constantly increasing, absenteeism doesn't seem to come down, two employees of the Gurgaon facility were caught carrying cocaine and a lady CSE at Chennai has complained of sexual harrasment at the hands of her male colleagues. Team spirit is at an all-time low and politics at an all-time high. What are the initiatives you will take to transform the situation? (20)

Q 6. You have been working with a Nationalized Bank for 4 years in the Accounts Department. You have seen that the organization's decision making is highly centralized, leaders avoid sharing power and decisions are slow to come by. A general sense of complacency prevails in the organization and people generally don't take any initiatives. The CEO is on the mission of transforming the organization. You are supposed to analyze the situation and present your set of recommendations to him. (20)

Q 7. Discuss the salient cultural differences (avoid being judgmental) between any two pairs of organizations-

- a. Chevrolet and Mahindra & Mahindra (10)
- b. Punjab National Bank and HDFC Bank (10)
- c. Doordarshan and STAR plus (10)
- d. Shoppers' Stop and Apna Bazaar (10)

Q 8. a. Discuss how strategic alliances evolve. (10)

b. A multinational giant is interested in having your company (having presence all over India) as its local partner for marketing and distribution of its internationally acclaimed products. As a company belonging to the emerging markets, what strategies and tactics would you follow? (10)