

company and lets people know this by his arrival each day at 6:30 a.m. and his departure at 6:00 p.m. He has been with the company for 32 years and he reports directly to the president.

Jack has gone to the HR department and complained that the people his supervisors hire are not a good fit for the company. The new employees don't listen and they have a poor work ethic. Jack feels that HR should do a better job in screening people.

- (a) What suggestions do you have for the president on how to deal with Jack and develop a personal improvement plan? (9)
- (b) How should Jack be trained and by whom? Is it worth the effort, since he might be retiring soon? (9)

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 7457

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Unique Paper Code : 6323482001

Name of the Paper : Retail Team Organization and Dynamics

Name of the Course : **B.Voc – Retail Management & IT**

Semester : VIII

Duration : 3 Hours Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **five** questions in total.
3. **All** questions carry equal marks.

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1. What is organization structure? Discuss different types of organization structures in retail organizations. (9+9)
2. Discuss the role and responsibilities of a store manager. Is matrix organization structure suitable for small organizations? Explain with reason. (9+9)
3. Discuss Maslow's Need Hierarchy theory of motivation with examples. Why motivation is so critical in retail organizations. (9+9)
4. Transformational leadership is the most popular perspective of leadership. However it is far from perfect. Discuss the limitations of transformational leadership. (9+9)
5. Some people suggest that the most effective organizations have the strongest cultures. What do you mean by the strength of organizational culture and what possible problems are there with a strong organizational culture? (9+9)
6. Examine critically both the merits and demerits of 360 degree method of performance appraisal. Is this method suitable for appraising the performance of Store manager? Discuss in detail. (9+9)

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7. What are the various methods for developing decision making skills in employees. How does training differ from education? (9+9)
8. Read the following Case study and answer the questions that follow :-

The president has called a meeting to get your feedback on Jack, a department's manager. Jack is what some people call "from the old school" of management. He is gruff, bossy, and often shows an "it's my way or the highway" attitude. Jack is about five years from retirement.

Jack has a high turnover rate in his department. There have been several complaints on company surveys about him from his department and from outside his department. People have commented on the fact that Jack is "rude" during meetings and doesn't let others contribute. There are times when he has belittled people in meetings. He also talks about his staff "critically" or "negatively" to other managers.

But Jack also is a brilliantly talented person who adds a vast amount of needed knowledge and experience to the company. He is extremely dedicated to the

P.T.O.