

8135

8

- (b) Are the sources of misunderstanding between
Martin and Sharp common or unusual? (9)

(100)

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 8135 L

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 : 2 Hours Maximum Marks : 60

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 centralization and decentralization in a retail organization? Which is preferred more in a changing environment? (9+9)

P.T.O.

2. What is learning organization for retail business?

Also explain the concept of departmentalization.

(9+9)

3. Explain the Motivation-Hygiene theory given by Herzberg. How do hygiene factors help an organization as per Herzberg?

(9+9)

4. Two friends who have just completed Team and Organization Dynamics course at another college inform you that employees must fulfil their need for self-esteem and social need before they can reach their full potential through self-actualization. What theory are these friends referring to? Explain the theory in detail with examples.

(9+9)

5. Critically examine the trait theory of leadership. Identify two charismatic leaders and describe their leadership traits.

(9+9)

shrugged and said, "You want to go to get some coffee?"

Over coffee, Martin told Sharp what she had been thinking for the past month and apologized for treating him unfairly. Sharp explained that what she saw as aloofness was actually respect and something akin to fear: He viewed her as brilliant and efficient. Consequently, he was very cautious, trying not to offend her.

The next day, the office was almost back to normal. But a new ritual had been established: Martin and Sharp took a coffee break together every day at ten. Soon their friendly competition was praised by everyone they worked with.

- (a) What might have happened had William Attridge not intervened?

(9)

until you two become friends again," he said, "or at least until I find out what's bugging you."

Martin resisted for a few minutes, denying that anything had changed in their relationship, but when she saw that Attridge was serious, she finally said, "Sharp seems more interested in dealing with Walter Murdoch." Sharp's jaw dropped; he sputtered but could not say anything. Attridge came to the rescue. "Walt's been safely kicked upstairs, thanks in part to Sharp, and neither of you will have to deal with him in the future. But if you're upset about that promotion, you should know that Sharp had nothing but praise for you and kept pointing out how this division would suffer if we buried you. With your bonuses, you're still making as much as Murdoch. If your work here continues to be outstanding, you'll be headed for a much better place." Embarrassed, Martin looked at Sharp, who

6. What do you mean by job description? Prepare the job description of a Store Manager of a retail organisation. (9+9)
7. Distinguish between "Performance Appraisal" and "Potential Appraisal". Also discuss the various methods available for performance appraisal. (9+9)

8. Read the following Case study and answer the questions that follow :-

Mindy Martin was no longer speaking to Mr. Sharp. She had been wary of him since her first day at Alton Products; he had always seemed distant and aloof. She thought at first that he resented her MBA degree, her fast rise in the company, or her sense of purpose

and ambition. But she was determined to get along with everyone in the office, so she had taken him out to lunch, praised his work whenever she could, and even kept track of his son's Little League feats. But all that ended with the appointment of the new Midwest marketing director. Martin had had her sights on the job and thought her chances were good. She was competing with three other managers on her level. Sharp was not in the running because he did not have an MBA degree, but his voice was thought to carry a lot of weight with the top brass. Martin had less seniority than any of her competitors, but her division had become the leader in the company, and upper management had praised her lavishly. She believed that with a good recommendation from Sharp, she would get the job.

But Walt Murdoch received the promotion and moved to senior position. Martin was devastated. It was bad enough that she did not get the promotion, but she could not stand the fact that Murdoch had been chosen. She and Sharp had taken to calling Murdoch "Mr. Intolerable" because neither of them could stand his pompous arrogance. She felt that his being chosen was an insult to her; it made her rethink her entire career. When the grapevine confirmed her suspicion that Sharp had strongly influenced the decision, she determined to reduce her interaction with Sharp to a bare minimum. Relations in the office were very chilly for almost a month. Sharp soon gave up trying to get back in Martin's favor, and they began communicating only in short. Finally, William Attridge, their immediate boss, could tolerate the hostility no longer and called the two in for a meeting. "We're going to sit here