

**TILAK MAHARASHTRA UNIVERSITY  
MASTER OF BUSINESS ADMINISTRATION**

SEMESTER: 2

Course: Strategic Human Resource Management (404).

Note: Answer any three from Section I & section II is compulsory.

Section – I

1. Why do organizations group activities by function and why is coordinating functions & divisions a problem for an organization?

(OR)

How is organization's culture transmitted to its members?

2. What might be some of the consequences of a leader having a relatively small in group & a large out- group of subordinates?

(OR)

Do most members of an organization want to work in teams? Why or why not?

3. Is social loafing a problem in top management teams? Why or why not?

(OR)

What is the main purpose of TQM?

4. Why may conflict be good or bad for an organization? Justify your statement with examples.

(OR)

Do all employees want their pay to be based on their performance? Comment on your statement.

**Section - II**

Question 5:

Wal-Mart , headquartered in Bentonville, Arkansas, is the largest retailer in the world. A large part of Wal-Mart's success is due to the nature of the culture that its founder, the late Sam Walton, established for the company. Walton wanted all his managers & workers to take a hands-on approach to their jobs & be totally commitment to Wal-Mart's main goal, which he defined as total customer satisfaction. To motivate his employees, Walton created a culture that gave employees at all levels, a continuous feedback about

their performance & the company's performance. To involve his employees, Walton established strong cultural norms for his company. The strong customer oriented values that Walton created are exemplified in the stories members tell one another about Wal-Mart's concern for its customers. They include stories such as a Walmart employee who risked her own safety when she jumped in front of a car to prevent a little boy from being struck; another employee who administered a CPR to a customer who had suffered a heart attack in her store. The strong Wal-Mart culture helps to control & motivate employees to achieve the stringent output & a financial target of the company has set for itself. A notable way Wal-Mart builds its culture is at its annual stockholders' meeting, an extravagant ceremony celebrating the company's success. Every year Wal-Mart flies thousands of its highest performers to its AGM at corporate headquarters, Arkansas for a show performance by celebrities. Wal-Mart feels that expensive entertainment is a reward its employees deserve & that it reinforces the company's high performance values & culture. The proceedings are even broadcast live to all of Wal-Mart store so employees can celebrate the company's achievements together. Online training programs & company announcements are electronically sent to all its stores on a regular basis so managers & employees know exactly what is happening at the company's many stores around the world.

1. What are the terminal & instrumental values of Wal-Mart? How do they affect the members' attitudes & behaviors?
2. What kinds of organizational ceremonies does the Wal-Mart have to help reinforce its values & norms?
3. How does the organization (Wal-Mart) socialize new members? Could the ways it help newcomers learn the organization's culture be improved?

Question :6

In what kinds of organizations might it be especially important for work groups to be cohesive?