

**GUJARAT NATIONAL LAW UNIVERSITY
GANDHINAGAR**
Course: **Business Organization and Management**
Semester-I (Batch: 2019-24)

End Semester Examination: October-2019

Date: 23rd October, 2019

Duration: 3 hours

Max. Marks: 50

Instructions:

- Read the questions properly and write the answers in the given answer book.
- The respective marks for each question are indicated in-line.
- Do not write anything on the question paper.
- Indicate correct question numbers in front of the answers.
- No questions or clarifications can be sought during the exam period, answer as it is, giving reason, if any.

- | | Marks |
|---|--------------|
| Q.1 Answer any two of the following questions. | (5+5=
10) |
| (a) Do you think planning becomes more important or less important in a world where everything is changing quickly and crises are a regular part of organizational life? Why? | |
| (b) Write a short note on the BCG matrix and its significance in portfolio strategy. | |
| (c) Explain the difference between risk and ambiguity. How might decision making differ for a risky versus an ambiguous situation? | |
| Q.2 Answer any two of the following questions. | (5+5=
10) |
| (a) What is the divisional organization structure? Explain how it works. What are the advantages and disadvantages of divisional organization structure? | |
| (b) What does it mean to say that HRM plays a strategic role in driving organizational performance? | |
| (c) What are the glass ceiling and bamboo ceiling? Why do you think they have proven to be such barriers to women and minorities? | |
| Q.3 Answer any two of the following questions. | (5+5=
10) |
| (a) What is self-awareness? Why is it important for managers to be self-aware? How can one enhance self-awareness? | |
| (b) What is transformational leadership? Give examples of organizational situations that would call for transformational, transactional, or charismatic leadership. | |
| (c) Assume that you manage a small online business that sells herbal supplements. Without your knowledge, a disgruntled employee has posted damaging information about your company in the company's blog, including false information about dangerous ingredients in your best-selling supplement. What specific steps would you take to minimize the impact of this crisis? | |

- Q.4 Write short note on any two of the following. (5+5=10)
- (a) Total Quality Management.
 - (b) Balanced Scorecard.
 - (c) Maslow's Need Hierarchy Theory.

- Q.5 Situation Analysis – A Conflict of Responsibilities: (10)

“As director of human resources, Tess Danville was asked to negotiate a severance deal with Terry Winston, the Midwest regional sales manager for Cyn-Com Systems. Winston's problems with drugs and alcohol had become severe enough to require his dismissal. His customers were devoted to him, but top management was reluctant to continue gambling on his reliability. Lives dependent on his work as the salesperson and installer of Cyn-Com's respiratory diagnostic technology. Winston had been warned twice to clean up his act but had never succeeded. Only his unique blend of technical knowledge and high-powered sales ability had saved him before.

Now the vice president of sales asked Danville to offer Winston the option of resigning rather than being fired if he would sign a non-compete agreement and agree to go into rehabilitation. Cyn-Com would also extend a guarantee of confidentiality on the abuse issue and a good work reference as thanks for the millions of dollars of business that Winston had brought to Cyn-Com. Winston agreed to take the deal. After his departure, a series of near disasters was uncovered as a result of Winston's mismanagement. Some of his tactics to cover up his mistakes bordered on fraud.

Today, Danville received a message to call the HR director at a cardiopulmonary technology company to give a personal reference on Terry Winston. From the area code, Danville could see that he was not in violation of the non-compete agreement. She had also heard that Winston had completed a 30-day treatment program as promised. Danville knew she was expected to honour the confidentiality agreement, but she also knew that if his shady dealing had been discovered before his departure, he would have been fired without any agreement. Now she was being asked to give Winston a reference for another medical sales position.”

As Danville, identify different possible solutions, evaluate them and decide which one would you prefer?
