

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -2 EXAMINATION- Oct 2017

B.Tech VII Semester (All Branches)

COURSE CODE:10B1WPD734.

MAX. MARKS: 25

COURSE NAME: Principles of Management

COURSE CREDITS: 03

MAX. TIME: One Hour Thirty Minutes

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*Note: All questions are compulsory. Carrying of mobile phone during examinations will be treated as case of unfair means. All questions carry equal marks*

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Q1. Compare the different methods used for training and development of employees.

Q2. With advanced information technology allowing organisation's work to be done anywhere, anytime, is organizing still an important managerial function? Why or why not?

Q3. Define organizational culture. How is it created and maintained?

Q4. Answer all the subparts of this question based on the case given below.

Larry Stockton is the human resource director for Alpha-Giant, a chain of 37 supermarkets in the north-western United States. Alpha-Giant has purposely developed a niche that most supermarket chains have neglected – small sized supermarkets. Major supermarket companies find higher sales per square foot in larger sized elaborate stores. Megastores generally prove even more profitable.

At the other extreme are the many small convenience stores that attract customers who want to make a few quick purchases without having to cope with walking through a giant store and navigating through a large, congested parking lot. Alpha-Giant caters to the consumer group that wants to avoid shopping at a giant store, yet prefers a wider selection and lower prices than offered at convenience stores and mom-and-pop grocery stores. As Stockton notes, "Some of our steadiest customers are phobic about shopping in a megastore, yet still appreciate the benefits of shopping at a supermarket."

Stockton's current project involves directing a task force to solve Alpha-Giant's major operational problem, the turnover among cashiers. About 70% of the cashiers quit within one

year. Training new cashiers takes considerable time, and much productivity is lost during busy periods when a not-up-to-speed cashier is at the counter. Alpha Giant managers have found it increasingly difficult to find qualified applicants for the positions. Many of the people applying for these positions lack the minimum communication skills necessary to create a favorable impression with the public. Many of the applicants with satisfactory communication skills lack the physical stamina required for the job.

Stockton and other members of the task force thoroughly investigated the possible reasons for the turnover. They found pay and benefits comparable to the competition. When cashiers left, they were unlikely to find higher-paying work. Very few of the cashiers who left complained about the working hours because they are given considerable choice. Many cashiers work part-time and purposely choose to work weekends and nights.

Stockton feels discouraged that higher-performing cashiers show a higher turnover rate than the lower-performers. As one store manager noted, "I worry when one of the cashiers is fast and makes very few errors. That guy or gal is a strong candidate to leave."

Another task-force finding gives Stockton some ideas about where to look for a solution to the problem. Many of the cashiers note that they cannot tolerate the hundreds of repetitive actions required in their job. As Mandi Chang, a high performing 18 year old, explained to a task-force interviewer, "When I was learning how to handle all the keys and the codes, and bag properly, it was exciting. But after scanning what seems like 3000 six packs of beer and soft drinks, and 5000 cartons of milk in a few days, I'm like a zombie. Oh, my manager was nice and told me I could step away from the register every once in a while and bag groceries on a busy line. But that's no fun. It's like I'm being downgraded."

- a) Which job design alternative would you suggest for reducing turnover among the cashiers at Alpha-Giant?
- b) Should the company change its human resource processes like hiring, training, compensation to deal with their problem of high turnover. Elaborate.