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Total No. of Pages : 03

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.-4)
PEOPLE MANAGEMENT AND LEADERSHIP

Subject Code : MBA-969

M.Code : 71398

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

1. Discuss the interactive approach of managing people.
2. What is responsible management?
3. What is transactional leadership?
4. Discuss the role of leadership in creating a high performance work culture.
5. Explain the stages of creativity problem solving.
6. Discuss the human factors of knowledge management.

SECTION-B**UNIT-I**

7. Discuss the individual and interpersonal behaviour of human resources in an organization.
8. What do you mean by people management? Discuss the relevance of people management in an organization.

UNIT-II

9. What is effective interaction communication? Discuss different types of interaction communication skills.
10. What is work planning? Discuss the various factors involved in work planning in an organization.

UNIT-III

11. What do you mean by leadership? Discuss the role of leadership in creating a high performance work culture.
12. What is employee empowerment? Discuss the factors that facilitate employee empowerment.

UNIT-IV

13. What is knowledge management? Discuss the ways leaders can foster a favorable organizational culture which supports knowledge management activities.
14. What is the relevance of creativity and innovation in business organisations?

SECTION-C

15. Laura is the Associate Director of a non-profit agency that provides assistance to children and' families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the

therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

QUESTIONS :

1. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?
2. What steps could be taken to build staff confidence?
3. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?
4. Which leadership style do you think a leader would need to be effective in this situation?

NOTE : Disclosure of identity by writing mobile number or making passing request on any page of Answer sheet will lead to UMC case against the Student.