

M.B.A. IIIrd Semester (Main/Back) Examination - 2009
Human Resource Management
Leadership Skills & Change Management (Elective Major)
3M6313

Time : 3 Hours

Maximum Marks : 70

Min. Passing Marks : 28

Instructions to Candidates:

1. The question paper is divided in **two** sections.
2. There are sections A & B. **Section A** contains questions out of which the candidate is required to attempt any - question. **Section B** contains short case study/application based 1 question which is **compulsory**.
3. All questions are carrying **equal** marks.

Section - A

1. Explain the changing patterns of leader-subordinate relationship particularly leadership as a partnership. Also discuss personality traits of a leader. (8+6)
2. Distinguish between task and relationship oriented attitudes and behaviours of a leader. In your opinion which attitudes and behaviours suits to modern corporate culture and why? (7+7)
3. A style of leadership is a "relatively enduring set of behaviours which is a characteristic of the individual regardless of the situation". Comment. Discuss in brief significant leadership styles. (6+8)
4. Discuss the role of a leader in promotion and establishment of team work in an organisation. Do you consider that team leadership is always better than solo-leadership? State? (7+7)
5. Discuss and differentiate external and internal forces that induce change in organisations. Describe how organisations can be changed by altering structure, technology and people. (7+7)
6. "Change is easy to devise but difficult to implement and nearly impossible to sustain". Comment Briefly discuss the change implementation process. (7+7)

7. Case :

Mr. Samuel Paul, the president of Electronics corporation Ltd., was both shocked and surprised at the extremely poor state of almost all the key indicators of performance, communicated in the form of a report he received last morning. The report clearly stated that sales were down, cost escalating, profits decreasing, customer complaints on the increase, and labour turnover extremely high. He quickly convened a meeting of all the vice-presidents from the functional areas the controller, and other key personnel. Expressing his deep concern, Mr. Paul attributed the entire problem to the glaring lack of leadership.

"This company has become some sort of a country club", he said expressing his distress, "Whenever I walk through the corridors, I see people standing around as if they were at a cocktail party. Everyone seems to do the least and get maximum money. What is needed is closer supervision and more control. If people do not work they should be warned and subsequently fired. The sales personnel too need to be controlled and their dealings with the customers should be monitored".

The executives at the meeting nodded approvingly at the president's remarks. Vandana, a staff specialist, however felt differently and raised some questions. She wondered whether the company should go that far in installing controls. She suggested that people basically want to work and contribute, provided suitable opportunities are given. Now, that people are more educated and aware, they should be given more opportunities to participate in the decision-making process. She further suggested that the president should explain to the employees the company's poor performance and solicit their help in raising productivity.

The president was stunned by vandana's remarks and blamed her management education for such new-fangled ideas. Mr. Paul abruptly closed the meeting and asked everyone present to come to another meeting scheduled for next monday and report on the specific steps each one would like to undertake to bring the company under control.

Questions :

- If you were present at the company meeting, what you would have said?
- What is the difference between Mr. Paul's and Ms. Vandana's view regarding the nature of people?
- What will be your recommendations to the president for people focussed leadership.

(4+5+5)