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Printed pages: **Sub Code:** **NMBAHR-01**

Paper Id: | 2 | 7 | 0 | 3 | 0 | 7 | **Roll No.** | | | | | | | | | | |

MBA
(SEM III) THEORY EXAMINATION 2017-18
LEADERSHIP & PERSONALITY DEVELOPMENT

Time: 3 Hours ***Total Marks: 100***

Note: 1. Attempt all Sections. If require any missing data; then choose suitably.
2. Any special paper specific instruction.

SECTION A

1. Attempt *any four* questions in brief. 4 x 5= 20

a) Define self concept and discuss about various types of self concept
b) What do you understand by leadership styles?
c) What is the importance of training in current scenario?
d) Enlist and discuss in brief about various determinants of personality..
e) Differentiate between learning organization and organization learning.

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SECTION B

Case Study

2. Attempt any *three* of the following: 3 x 10 = 30

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, 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 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

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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.

a) 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?
b) What steps could be taken to build staff confidence?
c) What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?
d) Which leadership style do you think a leader would need to be effective in this situation?

SECTION C

3. Attempt any *one* part of the following: 10 x 1 = 10

(a) What are the different Leadership Model?
(b) What is personality measurement? Discuss various techniques used for personality development.

4. Attempt any *one* part of the following: 10 x 1 = 10

(a) What do you think trainee readiness is an essential requirement for training design? Elaborate on the suitability of training.
(b) Discuss the Freudian concept of personality development.

5. Attempt any *one* part of the following: 10 x 1 = 10

(a) Who are sick and healthy personalities. Discuss.
(b) Explain the effective team characteristics and also explain Ginnetts Team Effectiveness.

6. Attempt any *one* part of the following: 10 x 1 = 10

(a) Explain the myths about leadership. What are the components of leadership?
(b) Describe the various Psychodynamic Theories in brief.

7. Attempt any *one* part of the following: 10 x 1 = 10

(a) What is training .Explain its role and types.
(b) What is learning? Discuss the process of learning and various approaches.

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