



- (c) Describe the characteristics of leaders who are predominantly using two style profiles ( $S_1 - S_3$ ) and ( $S_1 - S_4$ ) referring to situational leadership. (10 Marks)

**8. Case study :**

Harish potedar is the M.D. of a five star hotel at Delhi. Harish prides himself on knowing everything about his employees both at work and at home. He used to solve their personal as well as family problems by proper counselling and advice.

Is Harish potedar's style intensive ? Yes, but he does not consider it a problem. "There are no secrets here", he says. No subject is too delicate for his ears. And his defence ? He is merely doing what any good friend might do. Also, he believes that the more he knows about his workers, the more he can help them stay focussed at work and happy at home. Even other managers respect him and consider him a nice guy.

Harish instructs his employees to "do it the way we tell you to do it". He is perfectly comfortable using the authority in his position to make rules and dish out punishments. One of the basic rules is "I will only tell you some thing once". Break one of his rules and he will fire you.

The managers and employees who work for him are being paid a living wage - 100% more than the payments of other companies.

Does Harish Potedar seem inconsistent ? May be. He believes in openness, integrity and honesty. But he expects as much as he gives. It is not an option. So he is your best friend and at the same time he is rigid and autocratic. 'so they all work harder'.

Harish Potedar's approach to leadership seems to be effective. The hotel got a profit of 25% higher than the average (norm). Moreover people seem to like working for him. In an industry known for high turnover, Harish Potedar's managers stay for an average of 9 years compared to an industry average of less than two.

**Questions :**

- a. Is Harish Potedar a transactional or transformational leader ? Explain your answer in detail. (7 Marks)
- b. What situational variables do you think explain his success as the M.D. ? (7 Marks)
- c. Would you want to work for Harish potedar ? Why or why not ? (6 Marks)

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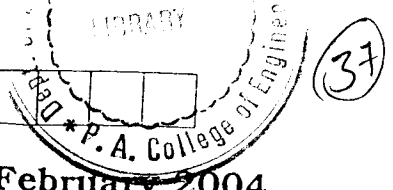
NEW SCHEME

MBA4H7(NS)

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Fourth Semester M.B.A Degree Examination, January/February 2004

**Master of Business Administration**  
**Team Development and Leadership**

Time: 3 hrs.]

[Max.Marks : 100

**Note:** 1. Answer any FOUR full questions from the rest.  
2. Question number 8 is compulsory.  
3. All questions carry equal marks.

1. (a) Explain briefly group dynamics. (3 Marks)
- (b) How is the study of group dynamics relevant to leadership. Elaborate. (7 Marks)
- (c) What are the factors responsible for cohesiveness of groups and ultimately effectiveness of leadership? (10 Marks)
- (a) Write short notes on any FOUR :
- a) Group think Vs Gr. polarisation
- b) Role perception Vs Role ambiguity
- c) Group decision making process
- d) Leadership Vs managership.
- e) Sensitivity training. (4×5 Marks)
- (a) What are group norms? What purpose do they serve in groups? (3 Marks)
- (b) Compare and contrast trait approaches to leadership with behavior approaches. (7 Marks)
- (c) Explain Likert's system of management leadership and describe situations of effective and ineffective styles. (10 Marks)
- (a) Contrast transactional leaders with transformational leaders. (3 Marks)
- (b) Explain in detail Fiedler's contingency model of leadership effectiveness. (7 Marks)
- (c) What is Hersey & Blanchard's contribution to leadership thought? (10 Marks)
- (a) Distinguish teams from workgroups. (3 Marks)
- (b) What necessitates the formations of teams in modern day organisations. (7 Marks)
- (c) Explain any five types of teams of a modern organisation. (10 Marks)
6. (a) What is conflict? (3 Marks)
- (b) What are the common sources of conflicts? (7 Marks)
- (c) Discuss giving examples of different styles of conflict management. (10 Marks)



7. (a) What do you understand by 'change'?
- (b) Why do people resist change? Give reasons.
- (c) What are the difficulties (if any) are likely to be encountered in the building process? Explain.

8. **Case on M/s 'tape Resources, Inc. U.S.A :**

Tape Resources, Inc, is a small company. It employs only a dozen people and has annual sales of \$4.7 million, and it is growing fast. In the most recent year sales increased by 70 percent. Head quartered in Virginia Beach, Virginia. Tape Resources sells blank video tapes and audio tapes to businesses such as television stations and production companies. Its most popular tapes from manufactures such as Sony, BASF and Panasonic carry price tags ranging from \$ 10 to \$ 25. The company does not try to compete on price. Rather, it seeks to offer superior services to its customers. These include a guaranteed in stock program and speedy delivery.

The company's owner, Seph Barnard, recently decided to energise his six person sales staff. He added a commission incentive on top of the sales staff's salaries. These sales people fill orders from repeat customers as well as from new ones, from direct mail campaigns and trade magazine advertisements. The program immediately sparked resentment among the rest of his employees. "Tensions appeared in the office that we'd never had before" - says Barnard. These sales people did their work in the same offices as every one else - working over the phone. But the sales people now had an opportunity to make considerably more money than people in shipping and other areas. And those excluded felt resentful.

The commission system also caused problems among the sales staff. Sales people who once cooperated with one another, became reluctant to spend time away from the phones, helping out on other tasks. They didn't like it when a colleague serviced a customer they had helped earlier - thereby taking the commission. Suddely every one had become territorial and began looking out for number one.

Within six months, Barnard began to think he had made a mistake. All he wanted to do was increase sales. Instead he had undermined morale and increased divisions among people and departments. Yet some thing happened concurrently with the implementation of the new sales commission program that made Barnard think that - may be the problem wasn't with incentives. Over a three month period, the entire sales team worked together to win a sales contest sponsored by BASF. The award was a trip to cancum. Ironically, the entire sales staff rallied round that goal.

Answer the following FIVE questions :

(5 × 4 = 20 Marks)

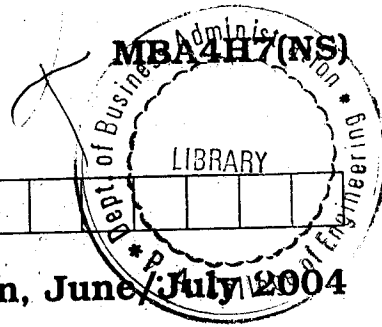
- i) Does Tape resources have groups or teams? Explain.
- ii) Why do you think the new incentive scheme failed?
- iii) Why did BASF promotion work?
- iv) If you were Barnard what would you do now?
- v) What lessons do you think Barnard learned as a result of this experience.

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**NEW SCHEME**

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**Fourth Semester M.B.A Degree Examination, June/July 2004**

**Master of Business Administration  
Team Development and Leadership**

Time: 3 hrs.]

[Max.Marks : 100

**Note:** 1. Answer any **FOUR** questions from Question No. 1 to Question No. 7  
2. Question number 8 is compulsory.

1. (a) Define Group dynamics. (3 Marks)  
(b) What are the advantages a team has over groups? (7 Marks)  
(c) Explain the team building process. (10 Marks)
2. (a) Who is a transformational leader? (3 Marks)  
(b) Discuss the role of a leader as a change agent. (7 Marks)  
(c) Explain leadership challenges and opportunities in a changing environment. (10 Marks)
3. (a) What is empowerment? (3 Marks)  
(b) Differentiate leaders and managers. (7 Marks)  
(c) What are the techniques of decision-making that foster team spirit? (10 Marks)
4. (a) What is conflict? (3 Marks)  
(b) What are the symptoms of group think? (7 Marks)  
(c) Discuss the different techniques of conflict resolution. (10 Marks)
5. (a) What are features of a charismatic leader? (3 Marks)  
(b) What are the sources of conflict? (7 Marks)  
(c) Explain the different approaches to team building. (10 Marks)
6. (a) What is managerial Grid? (3 Marks)  
(b) What are the characteristics of a Boss - centered leader? (7 Marks)  
(c) Explain the various stages of team development. (10 Marks)
7. (a) What is morale? (3 Marks)  
(b) Briefly state the various types of teams. (7 Marks)  
(c) Explain Hersey & Blanchard's situational approach to leadership. (10 Marks)

*Seshi*  
*Wade*  
*Shanthi*  
*Jeetu*  
*Ravi*  
*Soni*

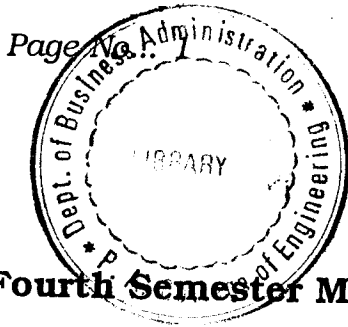
8. Case

The Engineering division of a firm consists of five departments, with the supervisor of each reporting to the division general manager (GM). The five departments range in size from two employees in the smallest (Industrial Engineering) to fourteen in the largest (Sales Engineering). The other two departments (design engineering and process engineering) each have eight employees.

Intense interdepartmental rivalry frequently arises over the allocation of resources. This problem is compounded by the favouritism that the GM allegedly shows toward the industrial and design engineering units and his reliance on majority-rule decision making (among his four supervisors and himself) at staff meetings. This practice, complain the supervisors of sales and process engineering departments, often results in the leaders of industrial or design engineering departments forming a coalition with the GM to make a decision, even though they represent only ten of the thirty-two employees. In response the industrial and design engineering supervisors charge the supervisions of the sales and process engineering units with empire building, power plays, a narrow view of the mission of the division.

- a) What are the issues involved in the case ? (5 Marks)
- b) What are the reasons for inter-departmental rivalry ? (5 Marks)
- c) Under the circumstances, what steps would you initiate to develop team spirit? (5 Marks)
- d) Outline the approach you would recommend as a General Manager to resolve the issues. (5 Marks)

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**NEW SCHEME**

**MBA4H7(NS)**

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**Fourth Semester M.B.A Degree Examination, July/August 2005**

**Master of Business Administration**

**Team Development and Leadership**

Time: 3 hrs.]

[Max.Marks : 100

**Note:** Answer any **FOUR** questions from Q.1 to Q. 7.  
Q. 8 is compulsory.

1. (a) What is leadership? (3 Marks)
- (b) What is feedback? How does it help in improving team performance? (7 Marks)
- (c) What is a group? Explain the differences between formal and informal groups. (10 Marks)
2. (a) What is synergy? (3 Marks)
- (b) What is the assumption behind behavioural theories of leadership? Explain Ohio State Studies in behavioural leadership. (7 Marks)
- (c) How are the groups developed? Explain the various stages in group development. (10 Marks)
3. (a) What is charismatic leadership? (3 Marks)
- (b) "Group Think eclipses team advantage". Discuss. (7 Marks)
- (c) Describe the characteristic features of effective teams. (10 Marks)
4. (a) What is a team? (3 Marks)
- (b) What can be observed in a T group? Explain. (7 Marks)
- (c) Discuss the role and significance of leadership in achieving goals. (10 Marks)
5. (a) What is Fiedler's contingency theory of leadership? (3 Marks)
- (b) Explain the roles members can play in teamwork. (7 Marks)
- (c) Manager role and leader role is not one and the same. Explain. (10 Marks)
6. (a) What is team building? (3 Marks)
- (b) Explain the uniqueness of teamwork. (7 Marks)
- (c) What are the characteristic features of good relationship? Explain its significance in team work. (10 Marks)

Contd.... 2

7. (a) What is team dynamics? (3 Marks)
- (b) Explain the features of a T Group. (7 Marks)
- (c) What makes a good team member? Discuss the abilities and behaviours needed to become a good team member. (10 Marks)

8. Case Study - Compulsory

There were two people called Mr. Jackal and Mr. Pig in a village called Green Forest. Mr. Jackal was not good at physical work but Mr. Pig was. Mr. Jackal proposed Mr. Pig, whether they can work together as a team to till lands and grow food crops. Mr. Pig whole heartedly agreed to the proposal of Mr. Jackal and they decided to grow groundnuts.

"What is the ratio of sharing the crop after harvest"? Asked Mr. Pig.

You take all that grows above the ground and I will take the things grown below the ground" replied Mr. Jackal. Mr. Pig accepted the proposal. They worked hard and there was good monsoon. Thus there was a bumper Crop. The crop was harvested and shared by the parties, as already agreed.

Next time they decided to grow wheat

"What is the crop-sharing pattern"? Asked Mr. Pig.

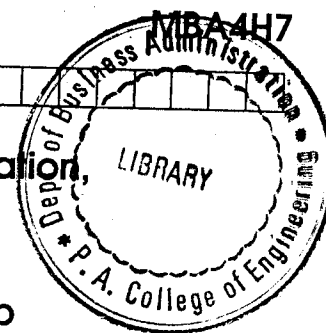
"Last time I took the crop grown below the ground, this time I will leave it to you and will take the crop grown above the ground" Said Mr. Jackal.

Pig accepted the suggestion whole heartedly. They harvested a bumper crop this time also. At the end Mr. Pig walked out of the teamwork accusing Mr. Jackal of cheating. Based on the above case answer the following questions.

- a) Is there any thing wrong with this team working? Explain. (5 Marks)
- b) What kind of relationship did Mr. Jackal and Mr. Pig had? (5 Marks)
- c) What kind of relationship could have helped this team to survive? (5 Marks)
- d) How to enhance positive relationship between Mr. Jackal and Mr. Pig? (5 Marks)



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**Fourth Semester M.B.A Degree Examination,  
December 2005 / January 2006**

**Master of Business Administration  
Team Development and Leadership**

Time: 3 hrs.)

(Max.Marks : 100

**Note:** 1. Answer any FOUR questions from Q.1 to Q. 7.  
2. Q. 8 is compulsory.

1. (a) What is group think? (3 Marks)  
(b) What are the new assumptions about conflict? (7 Marks)  
(c) How do you enhance team effectiveness? (10 Marks)
2. (a) What is social loafing? (3 Marks)  
(b) Discuss the personality traits of a successful leader. (7 Marks)  
(c) Explain the typical stages in team building. (10 Marks)
3. (a) Which leadership style is appropriated when
  - i) Subordinates have low maturity, unable and unwilling or insecure. (3 Marks)
  - ii) Subordinates have high maturity, able, competent, willing and confident. (7 Marks)
  - iii) Subordinates have moderate to high maturity, able but unwilling or insecure. (10 Marks)  
(b) What are the characteristics of self managed teams? (7 Marks)  
(c) Explain the five conflict resolution styles. (10 Marks)
4. (a) What are virtual teams? (3 Marks)  
(b) What are the necessary conditions for the success of team building programme? (7 Marks)  
(c) Explain leadership challenges in a changing environment. (10 Marks)
5. (a) What is empowerment? (3 Marks)  
(b) What is functional conflict? What are the potential benefit of functional conflict? (7 Marks)  
(c) Explain nature of transactional and transformational leadership. (10 Marks)
6. (a) When is team decision-making superior to individual decision making? (3 Marks)  
(b) Distinguish between leaders and managers. (7 Marks)  
(c) Discuss the leadership profile of any corporate leader. (10 Marks)

Contd.... 2

7. (a) What are the attributes of a charismatic leader? (3 Marks)
- (b) Differentiate between work groups and teams. (7 Marks)
- (c) Outline the basic theory of managerial grid, and examine the various leadership styles. (10 Marks)

8. Case Study

The engineering division of a firm consists of four departments, with the supervisor of each reporting to the division general manager (GM). The four departments range in size from two employees in the smallest (industrial engineering) to fourteen in the largest (sales engineering). The other two departments (design engineering & process engineering) each have eight employees.

Intense interdepartmental rivalry frequently arises over the allocation of resources. This problem is compounded by the favoritism that the GM allegedly shows toward the industrial and design engineering units and his reliance on majority rule in decision making (among his four supervisors and himself) at staff meetings. This practice, complain the supervisor of sales and process engineering departments, often results in the leaders of the industrial and design engineering departments forming a coalition with the GM to make a decision, even though they represent only ten of the thirty two employees. In response, the industrial and design engineering supervisors charge the supervisors of sales and process engineering unit with empire building, power plays and a narrow view of the mission of the divisions.

Questions :

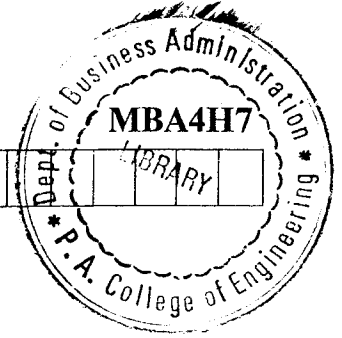
- a) What are the issues involved in the case? (5 Marks)
- b) What situations have compounded inter-departmental rivalry? (5 Marks)
- c) Comment on the leadership of the general manager. (5 Marks)
- d) As a friend of the General Manager, outline the approach you would recommend to help resolve the problem. (5 Marks)

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**NEW SCHEME**

**Fourth Semester MBA Degree Examination, July 2006  
Master of Business Administration  
Team Development and Leadership**

Time: 3 hrs.]

[Max. Marks: 100

**Note: 1. Answer any FIVE full questions including question no.8, which is compulsory.**

- 1 a. What is charismatic leadership? (03 Marks)  
b. Discuss briefly seven keys to built great teams. (07 Marks)  
c. Discuss the steps involved in managing conflict. (10 Marks)
- 2 a. What do you mean by empowerment? (03 Marks)  
b. Discuss any three team building interventions. (07 Marks)  
c. What are the three most common group problems? Discuss briefly the reasons for each of them. (10 Marks)
- 3 a. What is meant by 'content' approach to groups? (03 Marks)  
b. Mention different main symptoms of group think. Explain briefly any two of them. (07 Marks)  
c. How are groups developed? Explain the various stages in group development. (10 Marks)
- 4 a. Mention characteristics of transformational leader. (03 Marks)  
b. Discuss the 'Managerial Grid' modes of leadership. (07 Marks)  
c. Internal change agents share both "will and skill" to make change happen. Discuss. (10 Marks)
- 5 a. What is Synergy? (03 Marks)  
b. Discuss three types of "Leadership Styles". (07 Marks)  
c. Explain situation leadership theory. (10 Marks)
- 6 a. What is meant by 'Command Group' and 'Interest Group'? (03 Marks)  
b. Discuss briefly three important functions of a leader. (07 Marks)  
c. What are the differences between an effective and ineffective groups. (10 Marks)
- 7 a. What are the three important and critical elements of negotiation? (03 Marks)  
b. Explain the features of a 'T - Group'. (07 Marks)  
c. State five elements of Institution Building. Discuss these aspects in relation to any contemporary leader of your choice. (10 Marks)

8 Case Study (compulsory)

"The overhead complaint"

Ms. Dipshika Paul has been supervising eight accounting clerks in the budget and planning department of a paper industry, namely Cachar paper mills, Panchgram, Assam. Though none of the clerks had earned certificate in the chartered accountancy, but all were quiet skilled in handling records and figures. They primarily prepared budgetary plans and analyses for various operating department of the mill. The required data inputs were secured from the department and mill records. Dipshika has been assigning project to the clerks on basis of their interests and skills acquired. Some projects were more desirable than others because of prestige, challenge, the contacts required and other factors. Thus there were occasional conflicts over which one clerk was to receive a desirable project. But one clerk who seemed especially eager and regularly complained about the issue was Ms. Rajyashree Dutta.

Mean time, Dipshika received a desirable project and assigned it to Ms. Nayane Pal depending upon her proven skill and competency. This time Ms. Dutta was particularly distressed because she felt she should have this assignment. She immediately retaliated by gathering up her desk. Then she took a magazine from her bag and started reading it. All other seven clerks being sitting in the same room, most of them observed Ms. Dutta's actions. Then Ms. Dutta in a voice loud enough to be heard by others said "No body around here ever gives me a desirable and good project".

Ms. Dipshika clearly overheard Dutta's comments and was electrified with anger. Some how she controlled herself and sat on her seat for five minutes wondering what to do? Mean while Ms. Dutta continued reading her magazine.

Question:

- a. In your opinion, what leadership issues are raised in this core incident? (07 Marks)
- b. Discuss what actions Dipshika should take, consider path goal model of leaderships before making your decision? (08 Marks)
- c. What style of leadership is prevailing here? Explain. (05 Marks)

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**NEW SCHEME**

**Fourth Semester MBA Degree Examination, July 2007  
Business Administration**

**Team Development and Leadership**

Time: 3 hrs.]

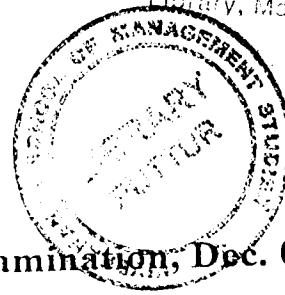
[Max. Marks:100

**Note : 1. Answer any FOUR full questions, from Q.No.1 to Q.No.7;  
2. Q.No8 is compulsory .**

- 1 a. Differentiate between team and group. (03 Marks)  
b. Classify teams and state its significance. (07 Marks)  
c. Explain the content and process of teamwork. (10 Marks)
- 2 a. Why teamwork is an O.D intervention? (03 Marks)  
b. What to observe in a team meeting? (07 Marks)  
c. State the characteristics of effective teams. (10 Marks)
- 3 a. Mention the stages in team (group) development. (03 Marks)  
b. What is a groupthink? What is its impact on teamwork (group)? (07 Marks)  
c. What is team decision making? What are the various approaches for team decision-making? (10 Marks)
- 4 a. What is conflict? (03 Marks)  
b. What are self managed teams? What is its role and limitation? (07 Marks)  
c. State and explain different approaches for conflict resolution. (10 Marks)
- 5 a. Define virtual teams. (03 Marks)  
b. Explain the characteristics of Autocratic, Democratic and Free rein leadership. (07 Marks)  
c. Distinguish between transformational and transactional leadership. (10 Marks)
- 6 a. Define the term charismatic leadership. (03 Marks)  
b. Explain the concept of managerial GRID OF BLAICE AND MOUTON. (07 Marks)  
c. What is power? How leaders exercise this power to achieve organizational goals? (10 Marks)
- 7 a. State the elements of Big five model of personality. (03 Marks)  
b. State the functions of a leader. (07 Marks)  
c. Define the term leadership. What is the role and significance of leadership in organization? (10 Marks)

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05MBAHR446

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Fourth Semester MBA Degree Examination, Dec. 07 / Jan. 08

### Team Development and Leadership

Time: 3 hrs.

Max. Marks:100

Note : Answer any FIVE full questions.

- 1 a. What is Synergy? (03 Marks)  
b. What are the advantages and disadvantages of virtual teams? (07 Marks)  
c. "Teams should include people with a mix of skills". Comment. (10 Marks)
- 2 a. What is meant by Team? (03 Marks)  
b. Write a note on 'Team performance curve' with a diagram. (07 Marks)  
c. Discuss any five techniques of conflict resolution. (10 Marks)
- 3 a. What is meant by content approach to groups? (03 Marks)  
b. Discuss briefly three important functions of a leader. (07 Marks)  
c. Explain situation leadership theory. (10 Marks)
- 4 a. What is meant by collaborating? (03 Marks)  
b. What are the disadvantages of self managed work teams? (07 Marks)  
c. Internal change agents share both 'will and skill' to make change happen. Do you agree with this statement? Explain. (10 Marks)
- 5 a. Mention the characteristics of transformational leader. (03 Marks)  
b. Discuss the issues involved in selection of team members. (07 Marks)  
c. Personality of the members has a significant influence on team behaviour. Do you agree? Explain. (10 Marks)
- 6 a. What is meant by virtual teams? (03 Marks)  
b. Mention different main symptoms of group think. Discuss any two of them. (07 Marks)  
c. Discuss 'Leadership Succession'. (10 Marks)
- 7 a. What is meant by self managed work teams? (03 Marks)  
b. Discuss the difference between groups and teams. (07 Marks)  
c. Explain the stages in team development. (10 Marks)

## 8 Case Study :

All supervisory jobs aren't alike. Radha is just learning this fact. After having spent three years as a production-scheduling supervisor at a K & K manufacturing plant, she recently took a position as manager of telephone services at Indian Provident Insurance (IPI). In her new job, Radha supervises 20 telephone service employees. These people have direct contact with customers-providing quotes, answering questions, following up on claims, and the like.

At K & K, Radha's employees knew they had only one constituency to please. That was management. But Radha is finding that her employees at IPI have it more difficult. As service employees, they have to serve two masters-management and the customer. And at least from comments her employees have made, they seem to think there's a discrepancy between what they believe customers want them to do and what they believe management wants them to do. A frequent complaint, for instance, is that customers want the telephone rep's undivided attention and to spend as much time as necessary to solve their problem.

This morning, a rep came into Radha's office complaining of severe headaches. "The more I try to please our customers, the more stress I feel," the rep told Radha. "I want to do the best job I can for our customers but I don't feel like I can devote the time that's necessary. You constantly remind us that it's the customers that provide our paychecks and how important it is to give reliable, courteous, and responsive service."

Radha is well aware of studies that have shown that role conflict is related to reduced job satisfaction, increased turnover and absenteeism, and fewer organizational citizenship behaviours. A id severe role conflict is also likely to lead to poor customer service-the antithesis of her department's goals.

After talking with her staff, Radha concluded that regardless of whether their perceptions were accurate, her people certainly believed them to be. They were reading one set of expectations through their interactions with customers; and another set through what the company conveyed during the selection process, in training sessions, and through the behaviours that management rewarded.

## Questions

- a.) What's the source of role conflict here?
- b.) Are there functional benefits to management from role conflict? Explain.
- c.) Should role conflict among these telephone service employees be any greater than a typical employee who works as part of a team and has to meet the expectations of a boss as well as his or her team members? Explain.
- d.) What can Radha do to manage this role conflict? (20 Marks)

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05MBAHR446

**Fourth Semester MBA Degree Examination, June – July 2009**

**Team Development and Leadership**

Time: 3 hrs.

Max. Marks:100

**Note: Answer any Four full questions from Q No.1 to 7, Q No. 8 is compulsory.**

- 1 a. What do you mean by strategic leadership? (03 Marks)  
b. Why do people resist Change? Give reason. (07 Marks)  
c. Explain the functions of a leader. (10 Marks)
  
- 2 a. What are the different stages in team development? (03 Marks)  
b. What do you mean by group think? Explain the symptoms of group think. (07 Marks)  
c. What are self-managed teams? Explain the advantages and disadvantages of SMTs. (10 Marks)
  
- 3 a. What is transformational leadership and transactional leadership? (03 Marks)  
b. Discuss briefly 7 keys to build great work teams. (07 Marks)  
c. Explain Heresy and Blanchard's situational leadership theory. (10 Marks)
  
- 4 a. What is team cohesiveness? (03 Marks)  
b. What are virtual teams? Explain the challenges of supervision in virtual teams. (07 Marks)  
c. Explain the role of collaboration in team work. (10 Marks)
  
- 5 a. What is team decision making? (03 Marks)  
b. What is conflict? Explain the various styles to handle conflict. (07 Marks)  
c. Explain the components of strategic leadership. (10 Marks)
  
- 6 a. What is team building? (03 Marks)  
b. Explain the aspects that should be observed or monitored in a group to maintain effective group in the organization. (07 Marks)  
c. Explain the leadership issues in the 21<sup>st</sup> century. (10 Marks)
  
- 7 a. What is attitude? (03 Marks)  
b. Explain the factors that contribute to organizational politics. (07 Marks)  
c. Explain the factors contributing to team development and effectiveness. (10 Marks)

CASE STUDY :

Marque, Inc. CEO scott Tessup Boosts productivity through team work :

Scott Tessup, CEO of Masque Inc., Goshen, Indiana, fears the notion that the CEO has to be the smartest guy in the plant. "If that's the case I think we're all in trouble", reflects Tessup. "I truly believe I'd rather have ten smart people tackle a problem. I couldn't care less who comes up with a solution". I would rather than that have ten people staring at me hoping like hell I make the right decision".

Business is good for Marque, which manufactures 150 medical-emergency-squad trucks a year. The forty-five employee company is growing at about 20% a year CEO Tessup, by his own admission not the smartest guy in the plant, was nevertheless smart enough to know that if the company wanted to expand its market share, it needed to reach new levels of productivity.

To raise the productivity bar at Marque. Tessup decided to form a cross-functional team that would spot bottlenecks production problem throughout the plant. He then gave the team authority, within parameters to resolve the constraints.

"A lot of bottleneck problems they have identified are not major business- altering issues. It's these constant, nagging little issues that every-body has to confront day", Tessup explains. For eg: plant workers were using an old forklift that was operating only 70% of the time because parts were wearing out and it needed constant maintenance. The bottleneck team determined it would be more cost-effective to buy a new forklift that wouldn't need so much maintenance and that could be available 100 percent of the time.

Marque's cross-functional team consists of employees from production, quality assurance, and fabrication, along with a multi-skilled employee and a consultant who help facilitate the team's development Tessup decided against being a team member. He keeps track of the team's progress by reading the teams meeting minutes and by talking with team members.

"When CEO wanders into a team meeting, an entirely different dynamic takes place, and everybody sits back and waits for the CEO to put forth these pearls of wisdom," he says, "I think at times stifle our best thinking".

- a. In what way is scott Tessup practicing empowerment? (06 Marks)
- b. Which style of leadership is Tessup using? (07 Marks)
- c. In what way is Tessup "tapping the collective brain power" of his employees? (07 Marks)

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08MBAHR446

**Fourth Semester MBA Degree Examination, May/June 2010**  
**Recruitment, Selection and Compensation Management**

Time: 3 hrs.

Max. Marks:100

**Note:1. Answer any FOUR full questions, from Q.No. 1 to 7.**  
**2. Question No. 8 is compulsory.**

- 1 a. Define job analysis. (03 Marks)  
b. Explain position analysis questionnaire (PAQ). (07 Marks)  
c. Explain the Fleishman Job Analysis Survey (F – JAS) and critical incident technique (CIT). (10 Marks)
- 2 a. What are the different types of hiring in an organization? (03 Marks)  
b. Explain various sources of recruitment. (07 Marks)  
c. Prepare a job advertisement in a public sector undertaking for the positions of General Manager – HR, Chief Security Officer, Doctor and an Executive Assistant to Managing Director. (10 Marks)
- 3 a. What are different types of ability tests? (03 Marks)  
b. Explain different types of applications forms. Describe the process of developing the weighted application blank (WAB). (07 Marks)  
c. Explain the process of a interview. (10 Marks)
- 4 a. What are types of information are collected through reference checks? (03 Marks)  
b. Explain the contents of an appointment order. (07 Marks)  
c. Discuss the various factors influencing employee compensation. (10 Marks)
- 5 a. Define compensation. (03 Marks)  
b. “Compensation can be used as a tool to retain employees”. Discuss. (07 Marks)  
c. Explain the objectives of compensation planning. (10 Marks)
- 6 a. What is job evaluation? (03 Marks)  
b. Discuss the steps in designing the compensation structure. (07 Marks)  
c. Explain various classifications of incentive plans. (10 Marks)
- 7 a. What do you understand by benefits needs analysis? (03 Marks)  
b. Explain the balance sheet approach of international compensation. (07 Marks)  
c. Describe various classifications of employee benefits. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining pages. will be treated as malpractice.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

8 CASE STUDY :

Baleram was to celebrate his 60<sup>th</sup> birthday in a few days. As per the rules of the company, the age of retirement of all employees was fixed at 60 years. Accordingly, a notice was served on Baleram, terminating his services on superannuation. Four days later, Baleram produced a birth certificate, duly endorsed by municipal authorities, certifying that his age was 57 years. The company was obliged to withdraw the notice served on him and to continue his employment for three more years.

Baleram worked in the processing section of the company's mills. In his youth, he had a good physique and a dominating personality. He was a group leader in the communist party and was always a terror to his workers and the supervisory staff. His performance on the job was not bad. However, for the last five years, he had become sick and weak and he could not even walk straight. During the eight hour shift period, he used to sleep quietly in one corner, with the knowledge of everyone, including the factory manager, who did not take action against him, because he was to retire in a few years. Baleram was also absent on many occasions, on medical grounds. Fearing that he would be discharged on medical grounds, he produced a fitness certificate from one of the panel doctors of the Employee's State Insurance Scheme, so that, the management would be legally bound to employ him. The management wondered how a fitness certificate was issued to a person, who could not stand even for half an hour, by a doctor approved by the ESI scheme.

Baleram orally admitted before the management that he could not work at all. He had offered to resign if i) the management gave him 25 month's salary as compensation, in addition to what he was entitled to, under the retirement rules ; or ii) the management appointed his son. Baleram's son was equally active in party affairs and was believed to be the leader of a group of gangsters. Considering the other alternative of paying him 25 month's wages, the management wondered whether such a course of action, apart from its financial implications, would set a good precedent. The management knew that such a situation never arose before in the history of the company. It also considered why disciplinary action should not be taken against a person who could not stand even for a few minutes. While considering all these alternatives, the management was well aware of the union's strength and the desirability of avoiding any situation, that might disturb union management relations. The management was certain that some action should be taken in the matter.

Discuss the pros and cons of each of the following alternative courses of action :

- a. Take no action. Continue Baleram in employment till he retires.
- b. Appoint his son in his place.
- c. Pay him 25 month's salary as compensation and get rid of him.
- d. Take disciplinary action against Baleram for his inefficiency and irregularity and discharge him. (20 Marks)

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