

(Following Paper ID and Roll No. to be filled in your Answer Books)

Paper ID : 2289863

Roll No.

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MBA

Regular Theory Examination (Odd Sem - III), 2016-17

**LEADERSHIP AND PERSONALITY
DEVELOPMENT**

Time : 3 Hours

Max. Marks : 100

Section - A

(10×2=20)

1. Attempt all parts

- a. Set of behaviours expected from a member who occupies a particular position in the group is called
- b. Distinguish between Type A and Type B personality.
- c. Explain in brief, about T group training.
- d. What are cross - functional teams?
- e. Explain Laissez -Faire style of leadership.
- f. List any two on - the - job training methods.
- g. Elucidate "Hidden Self".
- h. What do you understand by transactional analysis?

- i. A group of employees with expertise in a variety of specially areas who are brought together to work on a project or specific activity is a team.
- j. Leaders who inspire followers to transcend their own self - interests for the good of the organization, and are capable of having a profound and extraordinary effect on followers are _____ leaders.

Section - B

(5×10=50)

2. Answer any Five questions :

- a. "High cohesiveness in a group leads to high productivity. Do you agree? Discuss.
- b. Highlight the factors affecting personality development. Explain the Big Five model of personality development.
- c. Explain the differences between different psychometric theories.
- d. What can be the key danger signs of sick personality? Discuss the techniques of coping with personality sickness.
- e. Enumerate the differences between transformational and transactional leadership.
- f. "Planning the training programme without identifying training needs is useless". Comment.

- g. What are the characteristics of an effective team?
Discuss briefly, the factors which determine team effectiveness.
- h. Discuss the characteristics of learning organization.

Section - C (2×15=30)

Mr. Siddharth is a general Manager of Zenith Products, a company dealing in production and distribution of packed condiments in the state of Madhya Pradesh. The Co. was established in the year 2000 and has been performing well. Over the past five years the Co. has introduced excellent production processes, quality control, established its own distribution network, and has been able to achieve good consumer response for the products they manufacture and distribute. The

company is a market leader in the state of M.P. Seeing the success of the business, the management has decided to expand the same in the state of Rajasthan. They have identified Jaipur, as the place for establishing production unit. The head of the unit will hold the rank of GM. The post is tenable by marketing or production manager since the job involves skill of productivity and marketing. The management has invited you to select a person to head Kota unit. The management have handed over to you profiles of two managers. Mr. Abhinandan Khare is production manager, and Mr Kshitij Sharma is the marketing manager. Both are working with Zenith Products since its inception. You as a consultant, required to select one of them. You do not have personal knowledge about them and have to take the decision based of their

write - ups only. The write up of the managers are as under.

Mr. Abhinandan Khare

Mr. Abhinandan is a mechanical engineer passed out from MACT Bhopal (now MANIT). He has about 10 years of service in food preservation industry. Prior to this appointment he was working with 'Pare Masala' a famous condiment manufacturer of Pune. Abhinandan is hard working, sincere, honest and a dependable engineer. He is foresighted, technically sound and can work independently under stress and strain. He had been able to handle employee grievances in the present organization successfully to the satisfaction of employees and management has been critical about the decision he had taken on their behalf. He enjoys good rapport in the Industry and has been consultant to couple of industries in the state of MP and Maharashtra. He is straight forward and goes by the rule of law when in difficulty. He has a pleasant personality and workers fall back on him when

in difficulty. Saumya-his wife is a nursing graduate and works in one of the private nursing homes. Families of employees, very frequently consult her and she therefore enjoys personal influence over the families of 'Cool Products'. Mr. Abhinandan has been able to complete his targets of production every year and has been contributory factor for the growth of the company.

Mr. Kshitij Sharma

Mr. Kshitij belongs to Nagpur and comes from farmers family. His father was a poor man and taught his only son with a great difficulty. Kshitij has done MBA from IMS Indore in the year 1996. His performance in academics has been excellent. He stood first in IMS among the marketing boys that year. Mr Kshitij is very calculative and thinks ten times before taking any decision. He evaluates the pros and cons of the issue at hand before proceeding further. He is very professional

and keeps his sales team on the tender hooks and ensures monthly sales at any costs. He is hard taks master as it relates to his job and can bend either way if situation so demands. He is very obedient and keeps the tag of management move, their daily schedule and any important event that is likely to take place. People in Zenith Products say Kshitij knows everything in the organization before it is formally announced. He is considered to be a management man. He implements instructions of the management in letter and spirit. He maintains distance from workers and is not interested beyond the task he is supposed to do. But the task he does well and therefore he is liked by higher ups. One may say he is a task oriented leader. He is a smooth sailer, a diehard salesman, visionary, opportunist, a soft spoken executive who never hurts anyone in his dealings, a tight rope walker. He has good communication skills. He has been recently married to a lady who is employed as Assistant Sale Tax Officer

in Bhopal. She belongs to state provincial services cadre. She also has a bright career as she is a topper in her batch.

Answer any two questions :

3. In the light of various theories you have studied, what type of leadership style is possessed by Mr. Abhinandan and Mr. Kshitij. What are the strength factors of their personality?
4. As a consultant would you like to meet them before you take a decision, if so why?
5. Who is your Choice as a GM of Zenith products?