

Questions:

a) How would you think of the leadership style of Mr. Paul in an achievement oriented organizational context? (07 M)

b) Explain different sources of Mr. Paul's power as a leader with valid justification. (06 M)

c) To what extent does this case illustrate the contingency approach to leadership? (06 M)

d) 'It is believed that leaders are not born but made and made by themselves'. Comment on this statement and justify how this thought reflected in the above case study. (09 M)

(Total 28 M)

Q2) a) What is the difference between leadership and management? (03 M)

b) 'It is believed that there is no ideal leadership style exists in an organization'. Critically comment on this statement. (06 M)

c) "Leader possess five potential power bases to influence followers." Explain those five potential power bases with suitable examples. (05 M)

d) Should a supervisor use one leadership style with certain workers, another with other workers and perhaps a third with others? Defend your answer. (04 M)

(Total 18 M)

Q3) a) "Myers-Briggs Type Indicator is commonly used to identify the personality types and act accordingly". Explain this by taking the four dimensions into account. (06 M)

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EASTERN UNIVERSITY, SRI LANKA
Faculty of Commerce and Management
Postgraduate Studies Unit

Second Year First Semester Examination in Master of Business Administration – 2016/2017
(September 2018) (Proper)
MBA 2083 Leadership and Personality Development

Answer All Questions

Time : 3 Hours

Read the case study and answer the questions given below.

Leadership style of Mr. Paul – New York

Mr. Paul received his B.S degree in accountancy from a major university in the Midwest and began his career at the Chicago office of Jones & Jones (J&J), a large accounting firm, in 1961. Nine years later he became a partner in the firm, one of the youngest ever. The firm's executive committee spotted Mr. Paul leadership potential and aggressive style, and, in 1993, called on him to open a new office in a suburb New York. The work was predominantly doing audits that required considerable judgment and self-control on the part of subordinates. Mr. Paul was quite task oriented; yet he used a democratic leadership style. He insisted that the entire office be on a first-name basis and encouraged the subordinates to participate in decision making.

The task at J&J was very unstructured. Long-range goal and objectives were known by everyone, But the methods of achieving the goal were very unstructured. The office grew rapidly, and the professional staff had grown to over 30 by 1978. Mr. Paul was considered to be a highly successful leader and manager. Mr. Paul was then transferred to Dallas, Texas, to try to salvage an office that had been losing money and whose employees seemed to lack both ability and motivation.

Mr. Paul took over as managing partner in Dallas in early 1979. He started out with the same aggressive managing style that had worked so well in New York. He immediately replaced nearly the entire professional staff of 25 people. Short and long-range client development plans were made, and the staff was expanded quite rapidly to insure that a sufficient number of employees were available to accommodate the expected growth. Soon there were about 40 professional staff members.

But the aggressive style that had worked in New York did not work well at all in Dallas. The office lost two of its best client within one year. Mr. Paul soon realized that the office was badly overstaffed and decided to fire 12 staff members. Whom he had hired only one year earlier, to minimize losses.

He was convinced that the setback was temporary and continued with his strategy. The staff was increased by six professionals over the next few months to again accommodate the expected increased workload. The expected new business did not materialize, so the staff was again trimmed by 13 professional on "Blank Tuesday" in the summer of 1981. Following these two layoffs the remaining staff members were insecure and began to question Mr. Paul's leadership ability. The firm's executive committee sensed the problem and transferred Mr. Paul to a New Jersey office.

b) "**SIGMUND FREUD** theorized that the origin of personality lies in the **PSYCHODYNAMIC INTERPLAY** of three forces in the personality". Elaborate on this statement.

(06 marks)

c) What causes **intergroup conflict** and explain about the options given by the conflict-resolution grid?

(06 marks)

(Total 18 Marks)

a) What are the sources of **stresses** at work identified in the model of stress and briefly explain steps in stress management strategy.

(06 marks)

b) Describe the functions of **Communication** and state the ways to overcome the barriers for effective personal communication?

(06 marks)

c) What is **time management** and identify the early warning signs of time management problems.

(06 marks)

(Total 18 Marks)

a) What are the ten effective strategies for **time management**? And explain the role of **time management matrix**.

(06 marks)

b) Explain the relationship between **intergroup conflict** and **organizational performance** in three different situations.

(06 marks)

c) What is meant by **Reinforcement Theory** and explain **Maslow's hierarchy of needs** in relation to personality.

(06 marks)

(Total 18 Marks)