

Master of Business Management Degree Program

First Semester End Examination 2018 October

MBM 11043 - Leadership and People Management

Answer all Questions.

Time : 03 Hours

Total Marks 60

1.

NOKIA Company

Nokia's phone business flourished for more than a decade, until two cataclysmic events: first, Apple's launch of the iPhone in 2007 and then the 2009 launch of Google's Android operating system supported by companies such as HTC and Samsung. At the same time, Chinese manufacturers began to attack Nokia's position in low-cost phones, especially in developing markets. In 2010, Nokia responded to the growing pressure by appointing its first non-Finnish CEO, the Canadian Stephen Elop. Elop joined from Microsoft, another company struggling in the phone market, though he himself had been responsible for Microsoft's Office products business.

The new CEO launched a wide-ranging strategic review: 'the very first day I began, I sent out an email to all of the employees and I asked them: what do you think I need to change? What do you think I need not or should not change? What are you afraid I'm going to miss?' A key issue that he and his management team struggled during the first year was whether Nokia should continue with its own operating system. Operating systems are highly expensive to develop and sustain and need to be attractive to external software developers in order to secure a competitive range of apps. Within a few months, Elop and his team had decided to abandon Nokia's own operating system. There were two alternative operating systems available: Google's or Microsoft's. Elop inclined towards Microsoft. His reasoning was that Microsoft was the weaker of the two, and therefore needed Nokia more than Google did.

Answer the following questions based on the above case study.

- (a) "Leadership is about Strategizing". Critically analyze the above statement using NOKIA as the context.

(8 marks)

(b) Explain the behavior of Nokia new CEO's actions using the concept of "Power or Influence Tactics and their necessities".

(7 marks)

(Total marks 15)

2.

(a) Discuss the concept and the importance of "Emotional Intelligence" and its importance in contemporary work settings.

(8 marks)

(b) Briefly explain three (3) criteria which can be used to evaluate employee selection decisions.

(7 marks)

(Total marks 15)

3.

(a) Discuss, why work-teams are popular in the contemporary organizations? Use examples to validate your answer?

(8 marks)

(b) Explain the main factors which would help to increase the effectiveness of work teams? Use examples to validate your answer.

(7 marks)

(Total marks 15)

4.

(a) "Absence of proper 'Job analysis' is the main reason behind lack of productivity among state sector employees". Critically evaluate the above statement.

(8 marks)

(b) Discuss how the concept of employee performance appraisal is used in your work environment/organization.

(7 marks)

(Total marks 15)

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