

UNIVERSITY OF RUHUNA

Master of Business Management Degree Programme

First Semester End Examination – December 2019

MBM 11043 – Leadership and People Management

Answer all questions.

Time : 03 Hours

Total Marks 60

1.

Mr. Nuwan was working as an officer in the administration branch in ABC Company. He was responsible for keeping accounts of all the vehicles of the firm. Mr. Nuwan has been working in ABC for eight years without any promotions. However, Mr. Nuwan has been identified as a very honest employee.

Once the Human Resources (HR) Manager Mr. Dayarthna requested an official vehicle during office hours for a personal work, Mr. Nuwan refused, saying that official vehicles cannot be given during the office hours as it would negatively impact the regular office work. Mr. Dayarthna was angry about the response and told Mr. Soysa, the Manager Administration (who is the immediate boss of Mr. Nuwan) about his requirement.

Mr. Soysa, happily obliged with the request thinking about future favours he can receive from the HR Manager and ordered Mr. Nuwan over the phone to provide a vehicle to HR Manager. Mr. Soysa also reminded Mr. Nuwan that disrespect towards senior officers could result in negative repercussions. Mr. Nuwan went to the Staff Trade Union president, who advised him to ask Mr. Soysa to provide the order in writing so that he can provide a vehicle to the HR Manager. Mr. Soysa instead of doing this, decided to provide his private vehicle to Mr. Dayarthna.

- a) Briefly discuss five individual sources of power available for a manager. (5 Marks)
- b) "Mr. Dayarthna was abusing his power". Critically analyse this statement. (5 Marks)
- c) Using the case of "Mr. Soysa" as a starting point, briefly discuss the following characteristics which promote power abuse and corruption in work place. (5 Marks)
- d) Briefly discuss organizational characteristics that encourage power abuse and corruption. (5 Marks)

(Total Marks 20)

2.

- a) "Some people are born leaders and can rise to the top no matter what the situation". Critique this statement.

(5 Marks)

- b) Briefly explain how traits play a role in leadership, using "Big Five Personality Traits".

(5 Marks)

(Total Marks 10)

3.

- a) Performance management and performance appraisal are tools that organizations can use to evaluate whether employees are meeting performance expectations. Distinguish between Performance Management and Performance Appraisal.

(5 marks)

- b) Conducting performance appraisals is often a frustrating people management task. Discuss potential problems of performance appraisal.

(5 Marks)

(Total Marks 10)

4.

- a) The need for a sound job analysis is critical to the overall success of an organization. Discuss the need of a sound job analysis for an organization.

(5 marks)

- b) Briefly explain what 'Job Enrichment' is and briefly discuss why it is important in job designing.

(5 marks)

(Total Marks 10)

5.

- a) Change is hard and most people will resist it. Given this, should leaders simply push change through or should they take time, introduce things slowly and give followers time to adjust? Discuss.

(5 marks)

- b) Can you develop leaders? Elaborate on this statement.

(5 Marks)

(Total Marks 10)
