

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-II-EXAMINATION- SUMMER-2024

Subject Code: 4529208**Date: 15/06/2024****Subject Name: Developing Contributory Skills – II****Time: 10:30 AM TO 12:00 PM****Total Marks: 50****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Question Text and Description	Marks
Q.1	Multiple Choice Questions	14
(1)	Emotional intelligences is characterized by (a) Good sense of humor (b) High abstract thinking ability (c) Better inspirational relationship (d) proficient in problem solving	
(2)	What is emotional intelligence? (a) The ability to monitor one's own and other's feelings and one's thinking and actions (b) The ability to not get angry when provoked. (c) Being able to 'read' other people (d) Being persistent and enthusiastic when others are flagging	
(3)	Worker high in emotional intelligence would engage in such behaviors as (a) Recognizing when a coworker needs help but is too embarrassed to ask (b) Dealing with the anger of a dissatisfied customer. (c) Being able to tell whether a customer's "maybe" means "yes" or "no." (d) All of the above.	
(4)	Lateral thinkers think in _____ (a) Indirect ways (b) Direct ways (c) Vertical ways (d) Cut and dry ways	
(5)	"Problem Solving" and "Creative Thinking" are two main forms of: (a) Realistic Thinking (b) Directed Thinking (c) Autistic Thinking (d) Image	
(6)	An emotion is a complex psychological state which involves (a) One Components (b) Two Components (c) Three Components (d) Four Components	
(7)	The 'S' in SMART strategy stands for (a) Short (b) Specific (c) Schedule (d) Systematic	
(8)	Skill is the ability to use your time, energy, and resources effectively to achieve goals. (a) Organisation (b) Scheduling (c) Accountability (d) Time management	

- (9) A_____ attitude to focus on the possible solution
 (a) good (b) Date-sheet
 (c) Planning (d) Task-sheet
- (10) Which HAT indicates Judgment Hat?
 (a) Yellow Hat (b) Red Hat
 (c) Black Hat (d) White Hat
- (11) An individual who is able to exert leadership and to manage an operation is called
 (a) a leader (b) a Leader- manager
 (c) a Manager (d) a First supervisor
- (12) To many, the word management suggests _____.
 (a) Dynamism (b) Risk Taking
 (c) Creativity (d) Efficiency
- (13) The “Central Theory of Thinking” holds that we think only with the help of our:
 (a) Peripheral Nervous system (b) Brain
 (c) Central Nervous system (d) None of the above
- (14) The five principles of psychological functioning include all of the following except
 (a) Future Thinking (b) Separate psychological realities
 (c) Mood (d) Feelings

Q.2

Short Questions

16

1. What is career planning?
2. What is Time Management?
3. Which are the 5 levels of transition?
4. Explain any two leadership style.
5. What is importance of Group Discussion?
6. What can be done for self-regulation?
7. Differentiate between competencies and skills
8. Write any five positive and negative emotion

Q.3 Explain in detail the concept of 6 thinking hats

10

OR

Q.3 What is lateral thinking? Discuss the importance of lateral thinking.

10

Q.4**CASE STUDY:**

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

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| (a) | How can Laura most effectively use both management and leadership skills in her role as associate director? | 05 |
| (b) | What combination of the two do you think would work best in this setting? | 05 |

OR

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| Q.4 | (a) | What steps could be taken to build staff confidence? | 05 |
| | (b) | What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills? | 05 |
