



JP – 337

**I Semester M.B.A. (Day) Degree Examination, July 2022
(CBCS) (2021-22 and Onwards) (Freshers)
MANAGEMENT**

Paper – 1.7 : Managerial Skills – I

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Answer *all* Sections.
2) Section – **C** is **compulsory**.

SECTION – A

Answer **any five** questions. **Each** question carries **5** marks.

(5×5=25)

1. What are the essential steps in solving a problem ?
2. Explain the different email etiquettes.
3. Explain the concept of keys to intrinsic motivation.
4. What is meant by a team charter ? What are its contents ?
5. What is meant by empathetic listening ? Why does a Business Manager require to listen empathetically ?
6. Explain Negotiation skills and state need for the negotiation skill.
7. Explain the significance of emotional intelligence for Business Managers.

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks.

(3×10=30)

8. Define Delegation. Elaborate the process of delegation.
9. What do you understand by the team motivation skills ? Explain the hierarchy of motivation.
10. What are teams ? Explain the stages of team development.
11. Define and explain the concept of managerial skills. Why are managerial skills important for business manager ?

P.T.O.



SECTION – C

Compulsory Question :**(1×15=15)**

12. Case study :

Improving the Listening Skills of Managers at Procter and Gamble.

Introduction

The managers of Procter and Gamble (P and G) are highly trained professionals. They work under heavy time pressures and tight deadlines. As a result of this, the managers were not listening effectively to customers and co-workers.

LEAD group

To improve the listening skills of the employees and managers, the Research and Development (R and D) department conducted a programme for middle managers and technical leaders. A group 'Leaders Effect A Difference (LEAD)' was formed to attend that programme. The objective of the LEAD group was to increase innovation and build lasting relationships to increase long-term networking.

The participants of the LEAD group could obtain the following benefits :

- Recognise the complexities of work issues.
- Accept the senior management expectation.
- Recognise the importance of helping others to solve their work issues.

The programme for a LEAD group begins with a 45-minute introduction to LEAD process and is followed by building in-depth listening skills. Listening is the main point of coaching; hence it plays a critical role in developing coaching.



The LEAD group was structured into groups of six persons. Participants were asked to play the role of helper and observer. Each member of the group was assigned the role of seeker for one of the six LEAD sessions. The seeker was assigned the role of practicing the skills of helping others on work issues. The helper was assigned the role of practicing listening and training skills with the aim of assisting the seeker to think, feel, and plan.

Outcome of the LEAD group

Over time, the LEAD group programme was effective in motivating listening skills of managers. The LEAD group approach met the business need for improved coaching by managers and was successful in establishing communication with broader network of employees.

Questions :

- 1) Give the reason which made the managers ineffective listeners.
 - 2) What are the benefits of LEAD group program to the participants ?
 - 3) Explain the features of the good listener and how the managers can develop listening skills ?
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