

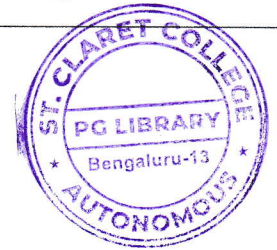
7

St. Clare College

Autonomous, Bengaluru

ROLL NO:

DATE:



PG END SEMESTER EXAMINATION-SEPT 2026

MBA SECOND SEMESTER

MBA 2724: MANAGERIAL SKILLS-2

TIME: 3 hours.

MAX. MARKS: 70

This paper contains TWO printed pages and FOUR parts

Instructions:

1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer SEVEN questions out of NINE. Each answer carries TWO marks.

[2x7 = 14]

1. In what ways can self-confidence be applied to motivate a junior?
2. A classmate asks, "Why should I set goals?" Give two convincing points.
3. How would you use MBO to keep a student project on track?
4. Mention two steps to make a training plan practical.
5. If a team repeats mistakes, which PDCA step should be next?
6. Where would you apply value stream mapping in a service process?
7. Illustrate how the 5 Whys technique can be used to identify the root cause of event delays.
8. In placements, students facing rejection but trying again show which quality?
9. As a manager, why would you encourage employees to undergo skill development programmes?

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks.

[4x5=20]

10. If your team is culturally diverse, how would you manage conflicts effectively?
11. Elucidate the use of SWOT analysis to identify strengths and improve personal growth.
12. State the role of a Balanced Scorecard in aligning objectives with team performance.
13. As a Leader, explain how reviewing and controlling a skill development plan can enhance employee effectiveness.
14. In what ways can understanding customer needs be applied to improve and redesign work processes?
15. Explain the application of effective time management practices in achieving work-life balance.

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks.

[10X2=20]

16. Nyka's sales team is handling multiple product lines, but management wants to track their performance more effectively. Design a detailed team scorecard for the sales team, specifying objectives, key performance indicators, and methods to assess progress in achieving sales targets.
17. Critically examine how mapping organizational work processes can help identify inefficiencies, eliminate waste, and improve overall operational effectiveness.
18. Rahul has joined a retail management company as a management trainee. His manager notices gaps in his leadership, communication, and analytical skills. As a learning and development officer, develop a skill development plan for Rahul, highlighting key competencies to be enhanced and methods for assessment.
19. A retail store has observed a steady decline in employee performance over the past six months, leading to lower sales and customer complaints. Using Fishbone Analysis, identify the potential causes of this performance decline and suggest corrective measures to improve productivity.

PART-D

Answer the following.

[16X1=16]

20. In the aftermath of the Digital India and ONDC (Open Network for Digital Commerce) initiatives, several retail chains in India have been rethinking their work processes and employee skill requirements. D-Mart in Bengaluru, for instance, recently faced challenges when customer complaints surged regarding long billing queues, stockouts, and inconsistent service quality. Online reviews highlighted dissatisfaction, pressuring management to respond swiftly.

To address these issues, the operations team initiated a Skill Development and Training Program for employees focusing on customer handling, adaptability, and time management. They also introduced process mapping techniques to identify bottlenecks in billing and the supply chain. While younger employees adapted quickly, senior staff showed resistance, leading to workplace conflicts. Additionally, the HR department emphasized the use of Balanced Scorecards to align employee performance with organizational goals.

Despite these efforts, challenges remain—particularly in conflict management, resilience, and consistent delivery of service standards. The management is now considering whether a stronger focus on facilitation skills and problem-solving models such as Fishbone and PDCA could create long-term improvements in customer satisfaction and employee productivity.

- a. Using the Johari Window and SWOT analysis, suggest how employees can improve self-awareness and adaptability to embrace new initiatives. (6 Marks)
- b. As the operations head, design a structured skill development and process improvement plan to reduce customer dissatisfaction and conflicts among employees. (6 Marks)
- c. Evaluate how the use of a Balanced Scorecard and time management practices could ensure sustained improvements in D-Mart's service quality. (4 Marks)
