

SECTION – II

Q. 4. Case Study

(15)

Laura is the associate director of a nonprofit agency that provides assistance to children and families. She heads a department that evaluates skill-building programs and reports directly to the agency leadership. The agency has been cautious in hiring this year due to increased competition for federal grant funding, but has also experienced high staff turnover, with two directors, three key research staff, and one finance staff person leaving.

Laura has a demanding schedule and supervises two managers who are responsible for five staff members each, who have been appointed within the last six months.

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

Manager 2: Linda has a strong background in social science research and evaluation, and manages staff within the agency. She is known as a problem solver and is supportive of her staff. She is organized and has experience in evaluation of family services, but can sometimes take on too much.

The managers are sensing that staff is becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff has 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 becomes distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information just like the example of departmental budget.

Questions:

1. What combination of the two managers do you think would work best in this setting?
2. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?
3. What steps could be taken to build staff confidence?

Q. 5. Answer the following:

(10)

- a) Pramod has been recently promoted as a key accounts manager in the sales and marketing division of MRF Company Pvt Ltd. Draft a Promotion Letter for Pramod.

OR

- b) Pramila has been selected as a receptionist for ABC Corporation Pvt Ltd, Mumbai. Draft an appointment letter for Pramila.