

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– IV EXAMINATION – WINTER 2020****Subject Code:4549298****Date:02/01/2021****Subject Name:Sectoral Elective_Leadership****Time:02:00 PM TO 04.00 PM****Total Marks: 47****Instructions:**

1. Attempt any **THREE** questions from Q1 to Q6.
2. **Q7 is compulsory.**
3. **Make suitable assumptions wherever necessary.**
4. **Figures to the right indicate full marks.**

- Q.1** Define following terms: **06**
- (a) (a) Factors of Leadership
(b) 4 –V model of ethical leadership
(c) Pygmalion Effect
- (b) (a) Coaching Vs. Criticism **06**
(b) Dysfunctional Conflict
(c) Referent Power
- Q.2** (a) “Extraversion and openness are important attributes for a leader.” **06**
Elaborate this statement by using Big Five model.
(b) Define Leadership. Differentiate between Leaders and Manager in detail. **06**
- Q.3** (a) Explain five conflict management styles in detail **06**
(b) Describe five step process for crisis risk assessment with example. **06**
- Q.4** (a) Briefly discuss the seven characteristics which are useful to make an effective team **06**
(b) What is LMX theory? Explain strengths and drawbacks of LMX theory **06**
- Q.5** (a) Define “Personal Meaning”. Discuss in the several factors that influence personal meaning. **06**
(b) Explain in detail: Negotiation Process. **06**
- Q.6** (a) “Leader plays a significant role in creating culture that supports diversity.” Agree or Disagree? Discuss your opinion in detail. **06**
(b) Write note on: **06**
a) Women and Leadership.
b) Techniques use in leadership training.

Lisa Weber never doubted that she would be partner in her Wall Street firm. A graduate of a prestigious business school, with doctorate in economics, she taught briefly at a major university. She was the first woman hired as a market analyst in her firm. Within two years, she had become one of four senior portfolio managers reporting directly to a senior partner. Her clients give her the highest commendations for her outstanding performance, and over the past two years, she has brought in the largest number of new accounts to the firm.

Despite the admiration of her colleagues and their seeming acceptance of her, there is a disturbing, if flattering, aspect to her job. Most of her peers and some of the partners visit her office during the day to discuss in private her opinions on market performance and financial projections. She enjoys these private sessions but it dismayed that at the weekly staff meetings the CEO, Michael Breyer, usually says something like , “Okay let us get started and bring Lisa up to date on some of the trouble spots.” None of her peers or partners mention that Lisa knows as much as they do about what is going on in firm. She never protests this slight to her competence and knowledge of firm business, nor does she mention the almost daily private meetings where her advice is sought. As the only woman on the executive level, she prefers to be considered a team player and “one of the boys.”

During the past year, one of her peer was promoted to partner, although Lisa’s performance clearly surpassed his, as measured by the success of her accounts and the amount of new business she brought to the firm. Having heard no mention of partnership for herself, she approached her boss and asked about the path of the partnership. He replied, “You are doing great Lisa but what happens if you are a partner and you make a huge mistake? How would you take it? And what about our clients? There is never been a female partner in the 103years of our firm.

Shortly thereafter, another woman, Pamela Tobias, was hired as a marketing Analyst. Once when the CEO saw Lisa and Pamela together, he called out to all, “Hey guys two women in one room. That’s scary.

During the next six months, Lisa meets several times with the CEO to make her case for a partnership on the basis of her performance. She finally realized that there is no possibility of change in the foreseeable future and makes a decision to leave and form her own investment firm

- (a) Which advancement barriers and patterns apply to Lisa’s situation?
- (b) What could Michael Breyer do differently to retain and support Lisa more effectively?

OR

- (a) What could Lisa do differently to foster her own advancement?
- (b) What could the organization provide to raise the gender consciousness of Michael Breyer and Lisa’s male colleagues?
