

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –IV-EXAMINATION – SUMMER-2022

Subject Code: 4549298**Date: 16-07-2022****Subject Name: Leadership****Time: 10:30 AM TO 01:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q.1 Define the following terms briefly : **14**

- (a) Team Leadership
- (b) Transactional Leadership
- (c) Charismatic Leadership
- (d) Transformational Leadership
- (e) Spiritual Leadership
- (f) Learning Organizations
- (g) Servant Leadership

Q.2 (a) Briefly explain the Leader- Member Exchange Theory and discuss the relevance of its core features in today's context of Team Structures in organisations. **07**

(b) Explain what is Leadership . Name a Leader for each of the following Leadership categories and briefly explain their contribution to their respective fields as a result of which you consider them as Leaders of eminence : **07**

- a) Innovation Leader
- b) Women Leader
- c) Business Leader

OR

(b) Explain what is Ethical Leadership. List the values emphasized in theories of Ethical Leadership and explain how these values can bring excellent leadership results in the case of : **07**

- a) Social Leaders , and
- b) Business Leaders

Q.3 (a) Change can be either Transitional or Transformational. While transformations are less frequent, transitions are an everyday affair that Leaders must manage. **07**
Discuss, with relevant illustrations, the important steps that Leaders must take to manage transitions effectively .

(b) As is being discussed at various platforms, we as organizations are striving for excellence amidst a VUCA situation (V-Volatility, U-Uncertainty , C- Complexity and A – Ambiguity) . **07**
In this context , discuss the importance of Coaching FOR Leaders and Coaching BY Leaders . Explain giving relevant examples.

OR

- Q.3 (a) Discuss the determinants of Team Performance in organizations. Also list out the various kinds of teams generally found in most organization and explain what leadership skills and behaviours shall help such teams be effective . 07
- (b) Conflicts within teams and organizations can be functional as well as dysfunctional . In both cases, communication is said to play an important role in resolving them. 07
Explain giving suitable examples , what communication behaviours of leaders can retard negative results of dysfunctional conflicts and attract positive results from functional conflicts.

- Q.4 (a) Describe the characteristics of Learning organizations. Discuss the roles of leaders and leadership approaches that can contribute to the success of Learning organizations. 07
- (b) Despite all the care that one may take, situations of crisis are unavoidable in any organization. The role of Leaders becomes most crucial here. 07
Discuss the following :
- a) The causes/nature of crises that may be on account of internal factors and external factors
 - b) The characteristics and behaviours of leaders who can be more effective in crises

OR

- Q.4 (a) Discuss an all round perspective of developing Leadership Skills for effective succession planning as well as for improving the leadership skills of those holding leader positions in organizations . 07
- (b) Discuss the five important basis of power that leaders are likely to exert for leading their organizations. Give your insight on when and how should leaders exert which basis of power for efficient management of organizations in both phases ; i) Transitional Phase and ii) Transformational Phase. 07

Q.5 **CASE STUDY:**

Shubh Electronics , a mega store for electronic goods has been known for more than five decades now for the quality and reliability of its goods. Across generations, people find this as the most trustworthy store in town. Shubh Electronics is equally respected by its own employees for its ROWE programme i.e. Results Only Work Environment . Best Electronics , unlike other mega stores , allows its employees to decide when and where they want to work . Employees are evaluated on the results of their work and not on the time they put in at the office / store designated to them. As a result, it not only changed how people work, it also changed the culture of the company and yielded some significant performance improvement. The employees processed 15-18 percent more orders per unit time than those processed in any normal store. The store also saw a reduction of 8 percent in employee turnover leading to saving in hiring costs . According to the CEO – Mr Swapneel , these improvements in turnover were nationwide and at all levels.

Almost two years now and the rich performance history of last two decades came to a standstill with the entry of a new CEO – Mr Nagrajan . Mr Nagrajan did away with ROWE as he considered it a big flaw from the leadership point of view as it took away all management control and used delegation instead as the only method of making decisions. The company spokesman further added : “ We believe in employee flexibility but it needs to come in context of a conversation..... about what the results are and how the work gets done. It ceases to become a matter of right.”

Gradually, discontent and dissatisfaction spread amidst the employees . There was a growing concern among employees regarding their inability to balance work and life with this new change in policy. As for traditional managers , they were happy as they were kind of regaining their lost control and power. There is an apprehension amongst the employees who are believers of the ROWE programme that this act of cutting the ROWE may actually negatively affect the employee turnover, trust, and the company’s ability to groom future leaders.

A core group of team managers who believed in the ROWE programme and have been witness to the employee morale during the term of the earlier CEO Mr Swapneel and now Mr Nagrajan, decide to make a representation before the CEO and respectfully present a professional opinion which would curtail some level of flexibility of employees and help retain the control and power of managers following the concept of Leader-Member Exchange such that each employee is the member of the In-Group of any one Leader in the organization. They also were to present the Leadership Development module to train all leaders on how to develop high – quality LMX with their respective followers. In addition, they also decided to make a presentation on the organizational culture that will emerge as a resultant of such actions and how such cultural variables shall benefit the organization by sustaining consistent growth in productivity and maintain low employee turnover rates for gaining competitive advantage in the marketplace.

- (a) Based on the facts of the case above, describe the Leadership traits of Mr Swapneel and Mr Nagrajan. 07
- (b) As described in the case , a Core group of team managers was to make a presentation to the CEO Mr Nagrajan which would also talk about the Leadership Development Module. Describe the content and process of Leadership Development Programme for traditional managers so that they may develop high quality LMX and strike a balance between flexibility and control at workplace for all their in-group members and for out – group members as well. 07

OR

- Q.5 (a) Compare and contrast the organizational culture established by Mr Swapneel and Mr Nagrajan. 07
- (b) If you were part of the core group of managers scheduled to make a presentation to Mr Nagrajan as discussed in the case, what aspects of Situational Leadership and what aspects of Servant Leadership would you include in your presentation so as to convince Mr Nagrajan to agree to your proposal, given his belief system that managers must have the privilege of all controls with them. 07
