

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA- SEMESTER - IV-EXAMINATION- SUMMER-2023

Subject Code: 4549298**Date: 21/06/2023****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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q.1** Define following terms: **14**
- (a) Ethical Leadership
 - (b) Any 2 Informational role of manager
 - (c) Laissez-faire leaders
 - (d) Pygmalion Effect
 - (e) Expert Power
 - (f) Consideration and Initiating Structure
 - (g) Transactional Leadership
- Q.2** (a) Define Leadership. Explain difference between Leader and Manager in detail. **07**
- (b) Describe the big five personality Dimensions in detail and explain how it can be helpful in effective leadership. **07**
- OR**
- (b) Define Conflict. Elaborate in detail five conflicts Management Style. **07**
- Q.3** (a) Discuss qualities in detail which can make a person effective follower. **07**
- (b) Write short note: Characteristics of effective Team **07**
- OR**
- Q.3** (a) Write short note: **07**
1. Path Goal Theory
 2. Bureaucratic Leadership with example.
- (b) Describe the role of leader in Self-Managed Team. **07**
- Q.4** (a) Networking is an important tool for a leader – Give your own views. **07**
- (b) Describe three phases of Change management and leader's role in it. **07**
- OR**
- Q.4** (a) Discuss- Impact of Organizational Culture, Structure and Strategy in leadership **07**
- (b) "Women leader need to face many barriers in her career" – Discuss given statement in detail. **07**

Q.5

CASE STUDY:

It takes a leader to have a vision, pursue it, and institute change. Coco Raynes, an architectural designer, has done all three. Not only has she effected change in and through her organization, she has used her organization to change other people's lives for the better.

"I developed an idea that was sitting in my head and patented it" Raynes (a French native now based in Boston) recalls. The idea become the Raynes Rail, a Braille and audio handrail system designed to guide the visually impaired through the corridors of office buildings, hospitals, libraries, and the like. In 1994, the Raynes Rail won the Gold award from the Industrial Designers Society of America. Twenty years ago, when Raynes first got the idea, she was told that Braille was outdated. Now, people are realizing that Braille is, indeed, very much up-to-date. Use of the Braille system (a tactile system of writing and printing for the blind) is on the raise again. Raynes held onto her vision and pursued it to its fulfillment. Coco Raynes Associates (which employs only five people, including Raynes) reflects Rayne's personality, behaviour, and leadership style. Raynes says her design firm "has no signature. You can't identify our style, because we change from one project to the next. We don't follow trends; we serve the client".

But within this anti style lies a subtle philosophy devoted to setting standards rather than adapting to them – an example of transformational leadership.

Coco Raynes Associates gets people thinking one step further. For instance, federal law requires all public doors be encoded in Braille, but as Raynes says, "the gesture means nothing. A blind person doesn't know how to find the door. We're bringing in the missing link". Don Stull, a principal of the architectural firm Stull and Lee, concurs. "Some designers work by rearranging existing solutions. Coco starts with a process of asking and answering questions and, as a result, creates extremely inventive solutions that come from that."

Coco Raynes associates specialize in creating a certain amount of freedom for the physically impaired – not only in the United States but also overseas. The firm has designed graphic programs for the St. Regis Sheraton in New York as well as the Bosphorus Swissotel in Istanbul. It takes a persistent, creative leader to motivate a tiny organization toward a huge goal. Coco Raynes can do it.

- (a) Describe leadership traits of Coco Raynes from this case. **07**
- (b) According to you which leadership style followed by Coco Raynes **07**
- OR**
- Q.5 (a) Provide suggestions to Coco Raynes related to the leadership style. **07**
- (b) Describe servant leadership style in accordance with case **07**
