

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA– SEMESTER –IV-EXAMINATION – WINTER-2023**

**Subject Code:4549298****Date: 06-12-2023****Subject Name: Leadership****Time:02:30 PM TO 05:30 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. No.    | Question Text and Description  | Marks |
|-----------|--|-------|
| Q.1       | Define the following terms:<br>(a) Learning Organization<br>(b) Charismatic Leadership<br>(c) LMX<br>(d) Alienated Follower<br>(e) Collaborating style of conflict resolution<br>(f) Legitimate Power<br>(g) Functional Conflict | 14    |
| Q.2       | (a) Define Leadership. Discuss importance of leadership in detail.   | 07    |
|           | (b) Explain Theory X and Theory Y along with their assumptions.  | 07    |
| <b>OR</b> |  |       |
|           | (b) Briefly explain the Leader-Member Exchange Theory along with its strengths and drawbacks.  | 07    |
| Q.3       | (a) Briefly discuss seven qualities of a successful team.  | 07    |
|           | (b) How would you rate the networking skills of Prime Minister Narendra Modi? Would you suggest something different to the PM to further strengthen networks with the world leaders. Elaborate.                                  | 07    |
| <b>OR</b> |  |       |
| Q.3       | (a) Explain the concept of Ethical Leadership. Also explain traits of an ethical leader.   | 07    |
|           | (b) Explain University of Michigan studies & Ohio State studies as a part of behavioral leadership theories.   | 07    |
| Q.4       | (a) Define Organizational Politics. Also discuss some important guidelines for developing political skills.  | 07    |
|           | (b) Explain the role of women leaders in the development of the country. Also explain the challenges faced by women in leadership position.  | 07    |
| <b>OR</b> |  |       |
| Q.4       | (a) What is Crises? Explain the role of leader in crises management.   | 07    |
|           | (b) "Effective negotiation is central to leadership" – Explain the statement in light of importance of negotiation in leadership practice.   | 07    |

Q.5

**CASE STUDY:**

The Bill & Melinda Gates Foundation is guided by the belief that every life has equal value. The Foundation essentially gives money (grants) to other organizations (business, nonprofits, and governments) to support them in implementing the Foundation's work to help all people lead healthy, productive lives. It has three grant-making areas: Global Development Program, Global Health Program, and United States Program. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life.

Bill and Melinda Gates are the founders and together they shape and approve foundation strategies, review results, advocate for the foundation's issues, and help set the overall direction of the organization. Before Bill and Melinda were even married, they talked about giving away 95 percent of their wealth during their lifetime. That is why they cofounded and cochair their foundation.

Bill Gates is consistently ranked as the richest man in America valued at \$54 billion in 2010 by Forbes,<sup>73</sup> and as one of the richest men in the world. He remains Chairman of the Board at Microsoft but retired from day-to-day operations in 2008 to devote most of his time to the Bill & Melinda Gates Foundation. With more time for family, when home, Bill makes time to drop off or pick up his three kids from school every day. Bill Gates has an extraordinary capacity for work, having slept under his desk rather than lose minutes away from the office while building Microsoft into the software king it is today. He can be abrasive and is known as a demanding boss who encourages creativity and recognizes employee achievements.

The second of four children, Melinda grew up in Dallas, Texas. She earned a bachelor's degree in computer science and economics and an MBA, both from Duke University. She went to work for Microsoft in 1987; at age 22 she was the youngest recruit and the only woman among ten MBAs. For nine years she was a hotshot who climbed the corporate ladder to become general manager of information products, managing 300 employees. Along the way, Bill asked her out (in the parking lot), which led to their wedding on January 1, 1994. Melinda stopped working at Microsoft after having the first of their three children (Jennifer, Rory, and Phoebe), but she continued to serve on corporate boards, including that of Duke University. Melinda Gates is a total systems thinker who constantly sets and achieves goals. She is known as a strong team builder, who strives for collaboration in decision making. Melinda is loving and charming; she wins people over by being persuasive. She is compassionate and not afraid to get involved as she travels the world to help solve its problems. She held AIDS babies with dirty pants and comforted patients when she visited Mother Teresa's Home for the Dying in India. She has more influence than Bill when it comes to investing their assets in philanthropic projects. She is ranked in the top 30 on The World's 100 Most Powerful Women by Forbes.

- (a) What do you think Bill and Melinda Gates's personality traits are for each of the Big Five dimensions? Compare the two. 07
- (b) Which motivation would McClelland say was the major need driving Bill and Melinda Gates to continue to work so hard despite being worth many billions of dollars? 07

OR

- Q.5 (a) Which of the traits of effective leaders would you say has had the greatest impact on Bill and Melinda Gates's success? Compare the two. 07
- (b) What type of self-concept do Bill and Melinda Gates have, and how does it affect their success? 07

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