

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-IV-EXAMINATION-SUMMER-2025

Subject Code: 4549298

Date: 05/06/2025

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 briefly:

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- (a) Self-Managed teams
- (b) Pygmalion Effect
- (c) Coercive Power
- (d) Social Loafing
- (e) Dysfunctional Conflict
- (f) Referent Power
- (g) Negotiation

Q.2 (a) Define Leader. Explain various traits of an ethical leader.

07

Q.2 (b) Define Conflict. Also explain various conflict resolution techniques.

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OR

Q.2 (b) Briefly explain the Leader-Member Exchange Theory along with its strengths and drawbacks.

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Q.3 (a) Define Negotiation and Discuss the process of Negotiation.

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Q.3 (b) Discuss qualities in detail which can make a person effective follower.

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OR

Q.3 (a) What is Power? Describe five bases of power in detail with example of each one.

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Q.3 (b) Write a Note on Goal-Setting Theory.

07

Q.4 (a) Networking is an important tool for a leader – Give your own views.

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Q.4 (b) Define Organizational Politics. Discuss various important guidelines for developing political skills.

07

OR

Q.4 (a) Explain managerial grid model of leadership.

07

Q.4 (b) “Women leader need to face many barriers in her career” – Discuss given statement in detail.

07

Q.5 Discuss the following case study and answer the following questions

Rahul Dravid is more technique than talent. He is a disciplinarian who came first to any practice session and left last, and didn't miss coaching. Dravid idolised Sunil Gavaskar, another master technician. Dravid in his earliest days imbibed from his coach and his idol that patience, staying at the wicket and a work-horse like approach was the sure-shot way to sustain initial success. The lessons for entry-level corporate executives are clear: it takes a lot of learning and honing the 'fundamentals' of the domain, for an expert to emerge. Dravid also stands for fitness and multi-skilling. They make you more valuable to your employer. A junior manager should think, Dravid kept wickets for India; he needn't have developed that skill. Early successes spurred Dravid to greater dedication. He went to master newer abilities, the square cut of a turning ball, the glance off the pads of an inswinging delivery and the pull shot along the ground. His success made him more grounded. He adapted to ODIs. But still maintained an unassuming profile. He never minded playing second-fiddle in any long partnership.

The takeaways to corporate managers in the middle to senior levels are plenty. Build on pilot success, each milestone only spells a higher bar for the next, no celebration, in fact no declaration of successes even. And above all partnerships, peer-group respect and selflessness. Dravid put his team first always, but he still ended up as the second-highest run-getter of all times. Dravid failed as a captain. The lowest point was the India's ignominious early exit from the 2007 World Cup. He was sacked as a captain, but he still wrote a letter to BCCI saying he didn't want to continue. He was removed as a captain by his IPL team owner Vijay Mallya. Dravid continued to perform as a player. He showed grit and determination not to let his team, its owners and the reputation down. He wasn't made to be an all-guns-blazing leader his successor Dhoni turned out be. The lesson for corporate leaders? No matter how well prepared and competent you are, circumstances may give you a rough time. It is the ability to rebound and flourish again that determines the ultimate winner.

Dravid, who did everything asked of him, was the quintessential team man. Takeaway If you have team's interests, your peers will respect you for what you are and you will grow with your team. Dravid, superbly talented, never had an attitude. That's why perhaps he had such a long and illustrious career. Takeaway Talent doesn't justify brash behaviour with colleagues and/or customers. Without an attitude you are valuable for longer. Dravid's integrity and behaviour, on and off the field, were irreproachable. Takeaway Great performers lose their way because of personal failings. Ethics and values are a must for long-term success. Dravid gave 100% every time he stepped on the field. He did his homework. Takeaway Want to excel? Work hard at being ready. Motivate yourself.

Patience and temperament are the greatest allies for a Test match batsman and Dravid had them in abundance. Takeaway Getting swayed by quarterly results is a rash shot. Don't sacrifice long-term goals for quarter-on-quarter glory. Dravid played by the rules. That worked for him as a player, but not as a leader. He probably lacked the X factor. Takeaway When you pick corporate leaders, look beyond talent and performance. A magnificent performer, a great team man, a fine human being may not make a good lead.

Q.5 Questions

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- (a) What are the takeaway lessons for entry-level corporate executives from Dravid's career?
- (b) What are the takeaways to corporate managers in the middle to senior levels from Dravid's career?

OR

Q.5 Questions

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- (a) What lessons can corporate leaders learn from Rahul Dravid?
- (b) What skills should be present in corporate leaders in today's modern era?