

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-IV-EXAMINATION-WINTER-2024

Subject Code: 4549298

Date: 17/12/2024

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.		Marks
Q.1	Define the following terms: (a) Charismatic Leadership (b) Social Loafing (c) Legitimate Power (d) Alienated Follower (e) Self-Managed Team (f) Referent Power (g) Pygmalion Effect	14
Q.2	(a) Explain the concept of ethical leadership. Also explain the traits of an ethical leader. (b) Explain Leader-Member Exchange Theory along with its strengths and drawbacks.	07 07
	OR	
	(b) Define Team Leadership. Explain various essential skills needed to lead a team.	07
Q.3	(a) Define Conflict. Also explain Thomas-Kilman's Conflict Resolution Model. (b) Define Power? Explain French and Raven's six bases of power in detail with example of each.	07 07
	OR	
Q.3	(a) Discuss in detail seven essential qualities of a successful team. (b) Explain University of Michigan studies and Ohio state studies as a part of behavioral leadership theories.	07 07
Q.4	(a) What is Crises? Explain the role of leader in crises management. (b) Compare and contrast male and female leaders. Also elaborate your views on reservation bill for women passed in the parliament recently.	07 07
	OR	
Q.4	(a) Elaborate the networking skills of Prime Minister Narendra Modi. (b) "Negotiation is the heart of effective leadership" – Explain the statement.	07 07

Q.5

CASE STUDY:

MTCR is a leading company in the development and manufacturing of a broad range of custom hardware solutions. The company prides itself and is well known for being refreshingly honest and straightforward in its dealings with customers and employees, and in its ability to deliver difficult projects on time. Sally has been a senior manager at MTCR for four years and leads a team in the custom services area of the company. In a recent 360-degree survey, Sally scored above average (at the 70th percentile) in the competency, Solves Problems and Analyzes Issues. Her report also indicated that her manager, peers, and direct reports saw this competency as a critical one for someone in her position. Some of the written comments in her survey indicated that if she demonstrated and applied this competency more often, it would have a significant positive impact on her success on the job. For these reasons, she's focusing her personal leadership development over the next year on this competency.

David is a project manager and one of Sally's direct reports. He's worked at MTCR for more than nine years and his performance has always been excellent. It's generally known among Sally's team that David doesn't have as strong a technical background as most of his colleagues. At the same time he's also viewed as one of the most innovative and creative members of the team, adept at bringing non-technical approaches to solve problems.

Sally recently assigned David to lead a critical project for one of the company's most important clients. He had worked on a similar project a few months earlier and developed some unique approaches to solving similar hardware challenges. Sally thought those approaches might also be able to be used here. When Sally had assigned him the project she told him it was because it would require the kind of innovation and creativity she knew he could deliver. She also told him that she wanted to include some stretch goals that would challenge his thinking. Since he would be the project manager, she had been careful to involve him in the goal-setting, but made it clear he was to also own the project planning and management. To encourage innovation and some risk-taking, Sally planned several activities over the course of the project that would allow her to recognize creative new ideas, whether or not they ended up as part of the project solution.

Sally had initially requested this client project from her boss, even though it was a somewhat risky assignment. She saw it as an opportunity to help her drive innovation and change within her team. To meet this goal and to help ensure David's (and her own) success, she'd asked him to add some outside consultants to the team who were known for technical innovations. She even setup the initial meeting, introducing them to David and his project team. Sally kicked off the meeting by stressing the importance of finding and including new approaches in the project. To get them started she also shared some analysis from the KRZ project she'd led before that would help clarify the issues, and led a preliminary brainstorming session to encourage different ways of thinking. She'd also assigned to David's project team a data analyst who specialized in collecting and evaluating the types of the technical data they would need to assess the potential of proposed solutions.

Sally held weekly progress meetings with David during the final months leading up to the delivery date. She focused the discussions on the project goals and identifying key obstacles and their causes. She and David spent a portion of each meeting looking together at the data that was being collected, analyzing it with software they'd developed for other projects, and generating possible solutions for the larger team to consider. She regularly relied on the learnings she'd gotten during the KRZ project.

- (a) Although she followed many of the leadership behaviours shown here, which of them stand out because Sally was clearly demonstrating them through her actions? **07**
- (b) As she considers her personal development as a leader, which of the developmental suggestions has Sally been practicing effectively? **07**

OR

Q.5

- (a) Which of the companion behaviors shown was Sally employing when dealing with David and his situation? **07**
- (b) Do you think Sally is an effective leader? Elaborate the reasons for your viewpoint. **07**
