

Enrollment No.: _____

Seat No.: _____

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

Subject Code: 4549298

Date: 19-12-2025

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	Definitions / terms / explanations / short questions based on concepts of theory/practical	14
	a) State traits of self-managed teams b) What do we mean by leader must be good in coaching? (quote examples) c) What's networking in leadership? d) Define Laissez faire leadership e) Define Organizational Crisis f) Explain Leadership motivation g) Explain leader – member exchange concept.	
Q.2	(a) Mr Anubhav Shah a very successful young entrepreneur, whose firm grew threefold during the last decade informs during his interview with news channel that his secret of success is “Contingency Leadership style”. What does he mean by that? (b) M/s Maruti plastics is facing through the turbulences due to volatility and uncertainty of markets. They have hired M/s Puja as CEO who is an MBA in HR as and having experience of 20 years of leading organizations – CMD of Maruti plastics wants her to display transformational leadership for the organizational turn around, What does he mean by that? Help Ms Puja how should she go about?	07 07
	OR	
	(b) Ms Aastha of M/s Archtech Solutions believes that her Mumbai office head Mr Raghav lack influencing skills and that is a root cause of low performance of branch. What does she mean by that? How Mr Raghav can build those skills which are required?	07
Q.3	(a) Why diversity and inclusivity is required in leadership? State examples of successful diversity-based leadership performances from your reading and experiences. (b) What is power politics in leadership? and what strategies successful leaders adopt to handle that ?	07

OR

- Q.3 (a)** Satya Nadella emphasized on changing Microsoft's notoriously competitive culture into one of empathy and continuous learning. He famously said, "The C in CEO stands for Culture." **07**

Mary Barra faced a massive recall crisis when she became CEO of GM. Instead of dodging responsibility, she embraced radical transparency, meeting with families affected by faulty ignition switches.

These are considered to be an example of which leadership style ? Explain the trait of these leadership style too.

- (b)** What are the key traits of a team leaders? How team leadership is different and challenging for the leaders? **07**

- Q.4 (a)** What are the key traits Charismatic Leaders? Whom you believe are the charismatic leaders in Indian Business world and Indian businesses? State two examples with justification why you believe that they are charismatic leaders? **07**

- (b)** One of the leading financial news channel CEO believes that "Ethical Leadership is the Key challenge and the preaching the highest standards of ethics is the responsibility of business leaders" – Critically evaluate this statement and also mention what does he/she means by ethical standards of leadership? **07**

OR

- Q.4 (a)** M/s Hi-end technologies is a small cap public limited firm growing steadily with the turn over of 150 Cr in the last three decades. They are looking for strategic leaders for the organization to reach to their ambitious plan of reaching Rs 500 Cr turn over in the next five years. What kind of a leader they are looking at? **07**

- (b)** Mention about three Women Business leaders who has inspired you the most with their leadership style and traits with basic information about their ventures. **07**

- Q.5** CEO Mr Mihir Sen & Board

A non-profit agency that provided essential services to its community was considering expanding its outreach program. To do so, it needed a larger facility. The organization's CEO Mr Mihir Sen received permission from the board to develop the expansion concept further. The CEO and his management staff spent considerable time researching all possible pros and cons of the expansion and received many hours of pro bono work from attorneys, real estate agents, architects, accountants, and other professionals. A thorough expansion plan was developed that included the site of the proposed facility,

a service map of the projected expanded service area, the reallocation plan of existing staff, an implementation timeline, and a cost-benefit analysis. Everything seemed to be going well during the presentation to the board. However, one board member asked the CEO if he considered vacant buildings in the board member's neighborhood. The CEO replied that the management staff with the assistance of several volunteer professionals considered several buildings and the one being recommended was the best choice. Despite all evidence to the contrary, the board member objected. He

insisted on knowing in more detail why the buildings in his neighborhood were rejected. During a board meeting, he said the new facility should be placed in his neighborhood. Showing weak leadership and no skills at negotiation or mediation, the leader and the remaining members of the board invested \$15,000 more in another feasibility study, even though the previous study showed that no buildings in that area of the community would fit the needs and intentions of the non-profit. The follow-up feasibility study results were the same. So, because of one self-serving board member, the non-profit wasted thousands of dollars

- (a) What are the key concerns in the case and what remained a major concern even after the board meeting with CEO **07**
- (b) What do we mean by Negotiation and What role negotiation plays in the leadership ? **07**

OR

- Q.5**
- (a) Where do you believe Mr Mihir Sen , CEO failed in the above case and what are the cost of the failure of leadership here? **07**
 - (b) What could have been better way of convincing and influencing for the CEO Mr Mihir Sen ? **07**

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