

AP-314

M.B.A. Semester-IV Examination
CORPORATE LEADERSHIP MANAGEMENT
Paper-MBA/4304/OB

Time : Three Hours]

[Maximum Marks : 70

Note :—(1) Attempt **ALL** questions.

(2) Figures to the right indicate marks.

SECTION-A

1. (a) The source of influence of a leader comes from personal power as opposed to position power. Discuss with reference to characteristics of charismatic and non-charismatic leaders. 14

OR

- (b) Managers cope up with change whereas leaders bring change : Discuss in the light of Managers vs. Leaders. 14

SECTION-B

2. (a) Define Leadership and explain the components of leadership. 7

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1

(Contd.)

- (b) In a position of leadership, an individual is influenced and benefited by the actions and the attitudes of followers; justify the Statement in the case of the followers of Mr. Narendra Modi during the Parliamentary elections of 2014. 7

OR

- (c) As per your opinion, what should be the main element of feedback to develop individuals and the organizations ? 7
- (d) Mr. Karthik has been working as CEO in a Multinational Company since 7 years. It is decided by the company to assess the Corporate leader to scale up the ladder of corporate success. As an HR consultant, you are asked to. 7
3. (a) Do you think leadership style is fixed and unchangeable or flexible and adaptable ? Why ? 7
- (b) Mr. Dhorabjee, Chairman of Dhorabjee Food Products Ltd. has recruited the best talent available in the market. He informs them about everything

While Ganguly was going about building the team and nurturing the youngsters in the team, his own personal form had started to decline.

Ganguly became the captain of the team in 2000. When, it was in deep crisis, over the next few years with the help of the coach John Wright, he soon turned the team into a Combative Unit. His team building skills, impartiality and, guts displayed in supporting his team members through thick and thin endeared him to the team. Experts credited him with instilling a sense of aggression in the team. Ganguly soon became the most successful captain in the history of the Indian Cricket.

- (1) Analyze the case in brief. 3
- (2) Discuss the issues and challenges in leadership and team building/team management arose in the case. 7
- (3) Explain the Leadership model demonstrated by Sourav Ganguly. 4

taken its toll with some senior players including former captain Mohammed Azharuddin and cricketer Ajay Jadeja being banned from the game. The morale of the team was at an all time low.

The team considered 'tiger at home' had just lost its first home series in many years to South Africa. In fact Ganguly was not the first choice for the captaincy. He got the job as Tendulkar was reluctant to take on the additional responsibility of captaincy.

Ganguly was considered as a leader with a vision, who could set goals and inspire his team mates. Experts credited Ganguly with bringing in an optimistic vision to Indian cricket. Ganguly felt that India could achieve better success in international cricket than it had been doing till then.

The rivalry between Ganguly and Waugh was a part of cricketing folk lore. Experts felt that Ganguly had turned 'antagonizing opponents into an art form'. Ganguly even managed to get under the skin of the usually unflappable Waugh.

that affects their work and shares decision making and problem solving responsibilities and gathers information from the staff members before making a decision. Discuss the style of leadership of Mr. Dhorabjee. State the advantages and disadvantages of this style of leadership.

7

OR

- (c) Compare Fiedler's Contingency model with the path-goal theory. What are the similarities and differences ?

7

- (d) Mr. Arvind Kejriwal has changed the face of Delhi's elections. How do you analyze Mr. Arvind Kejriwal's leadership in the light of transactional or transformational ? Justify your answer.

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4. (a) Enlist the various skills required to prove oneself as a effective leader.

7

- (b) A Multinational Company in Mumbai recruits, people from diverse cultures. The employees selected belong to different States of India and even some employees

are from different countries like Australia Korea and UAE. Initially the employees mingle very easily but later conflicts and difference of opinion increase. As a leader of the company, how would you focus on changing the culture of the organization ? 7

OR

(c) Explain some of the factors that affect Conflict Management. How can a leader resolve conflicts ?

7

(d) Mrs. Radhika, Manager of a company was undertaking a training class on communication skill. "Listening seems like minimal intrusion of oneself into conversation, yet it also seems like more work. Do you agree or disagree with Radhika ? Justify.

7

SECTION-C

5. In February 2006, after the Indian Cricket team's tour of Pakistan, Indian cricketer Sourav Ganguly was axed from the Indian test squad. Earlier he had also been dropped from the One Day International (ODI) team.

Ganguly who was considered an inspirational leader and the most successful captain of the Indian Cricket team, found himself out of the team he had built and captained since the last five years. Ganguly who hailed from the city of Kolkata in West Bengal, was first selected to play for the Indian National Cricket team during the 1991-92 tour of Australia.

However, after the series he was dropped from the national squad. In 1996 Ganguly made a comeback to the national team and quickly rose to prominence in the international cricketing arena.

He was considered to be very Competitive and often got under the skin of the opponent while he got the nicknames "Prince of Calcutta" and the "Royal Bengal Tiger" and was affectionately called 'Dada' by his team mates, he also earned the nickname 'Lord Snooty' from the competitors and the foreign media.

In 2000 when Ganguly took over as a captain, Indian Cricket was at its Nadir. The match fixing scandal had