

AS-816

M.B.A. (Semester—IV) Examination
CORPORATE LEADERSHIP MANAGEMENT
Paper—MBA/4304/OB

Time : Three Hours]

[Maximum Marks : 70

N.B. :— (1) All questions are compulsory.

(2) Figures to the right indicate marks.

SECTION—A

1. (a) "A leader is referred to as one who reflects the key attributes of leadership such as ideas, vision, values, influence and inspires along with the ability to take tough decision." Justify this statement. 14

OR

- (b) How will you assess leadership ? Also explain its effect on organisation. 14

SECTION—B

2. (a) List down the values that Corporate leaders should possess. 7
- (b) Shobha De and Arundhati Roy are recognized as being some of the most powerful and influential writers in India. What kind of power they possess ? 7

OR

- (c) "A good leader is one who manages the subordinate problems by themselves." Comment. 7
- (d) Mr. Amit working as an Asstt. Bank Head in a consultancy firm related to HR, is known for keeping the suspense and building the climax regarding a task to be achieved and hence leading the team without giving an idea about what to achieve. Whereas Mr. Amol is known for initially focusing on the objectives to be achieved and also time-to-time remind the subordinates regarding it also. Also his focus is on carrying out the work in free and natural way without any botheration. Discuss these two different types of Leadership Behaviours and choose the appropriate one. Justify your answer. 7

3. (a) Explain the different leadership styles that lead to effective empowerment. 7
(b) Compare and contrast on the Leadership styles of Barak Obama and Donald Trump on the information available in the media. 7

OR

- (c) What are the different leadership styles emphasized by the path-goal theory ? Explain in brief. 7
(d) Mr. Nand Kishor has been working in a Large Scale Industry where 2000 workers are working. To control such workers, what style should be implemented by the top level management ? 7

SECTION—C

4. (a) Explain the different basic skills that are beneficial for organizational development. 7
(b) In a global competitive scenario, what sort of advance leadership skills are needed to survive in an organization ? 7

OR

- (c) Discuss some important qualities that make successful leadership. 7
(d) Technical competency is needed to run the business for the leaders. How much emphasis be put on technical competencies for the leaders ? Justify your answer. 7

SECTION—D

5. Sweta is the Marketing Department Manager. She has noticed that her staff seems to be pulling in separate directions and some members have trouble co-operating with others. She feels team building will help her department function in a more positive and productive way. Sweta interviewed several OD Consultants to find the change agent. She thinks it will be right for what she needs. Sweta decided one Kartik, an Organization Development Consultant that best answered the question "How will this change agent build a group into a team" ? Kartik meets with Sweta to discuss the problem. Kartik and Sweta define the problem as Sweta sees it. They discuss the specific questions to ask and data that will be collected from interviews with team members.

Kartik interviews Sweta's staff and immediately a number of issues surface that appear counter productive to effective functioning. Lack of communication is identified as the most serious problem and many of the other major issues are the direct result of the communication break down. Kartik reports the general findings back to Sweta without mentioning any names. After discussing the problem and possible ways to solve it, they decided on the two-day team building retreat. The goal of the retreat is to get the group to work through the issues that are causing the biggest problem.

Before the retreat, Kartik puts together an agenda and shares it with Sweta. Upon approval the agenda is given to all group members.

Kartik purposely leaves the agenda quite open so that the group will get more involved in the problem-solving process and gain greater ownership in the process of working to achieve positive and productive change.

- (i) Analyse the case. 7
- (ii) Comment on particular issues in the case. 7

