

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

Time : Three Hours]

[Maximum Marks : 70

- Note :—**(1) **ALL** questions are compulsory.
(2) Figures to the right indicate marks.

SECTION—A

1. (a) Do situations influence the leadership styles of individuals ? Explain it with the help of concepts and myths. 14

OR

- (b) Who is leader ? Explain the responsible components of leadership. 14

SECTION—B

2. (a) Define power. What are the sources of power ? 7
(b) Amitabh Bachchan is considered as an icon in the Indian Film Industry and is capable of exercising power over his admirer. Identify the nature of power. 7

OR

- (c) What kind of attributes are needed for good leadership ? 7
(d) Raj, manager in the production department noticed that Shyam, his subordinate, had not been meeting his deadlines for the past three months. Raj sent a memo to Shyam, informing him that he would be transferred to a remote branch of the organisation, if he failed to achieve the set objectives for the present month. What sort of leadership behavior Raj has ? 7

3. (a) Explain the autocratic leadership. How does it differ from entrepreneurial style of leadership ? 7

- (b) Mr. Mukesh Ambani Reliance Industries and Mr. Anil Ambani is leading Reliance Industries [A] after break-up.

Mr. Mukesh Ambani is soft spoken, punctual and focused leader. Whereas Mr. Anil Ambani is known for speed, accuracy and for enterprising attitude.

The results may not show the true idea of effective styles, still it is evident from the progress done by the group of reliance industries lead by Mr. Mukesh Ambani.

Discuss the impact of styles of Leadership. 7

OR

- (c) Explain Fiedlers contingency model. What are its relevant findings ? 7
(d) XYZ consultancy wants to design a Leadership Development Program for young corporates (executives), who will lead group of at least 50 people at Taluka level to create awareness and also sell the solar energy products in the rural areas.

What kinds of Leadership dimensions specifically for the above purpose should taken into account in the design of proposed Leadership Development Program. Justify your answer. 7

SECTION-C

4. (a) What are the various types of skills of leadership ? Which of them is commonly used in business organisations ? 7
- (b) Discuss the significance of planning to achieve the organizational goal as the leadership skill. 7

OR

- (c) "A successful leader is always having technical competency". Discuss. 7
- (d) "Leaders are not born but made." Justify this statement. 7

SECTION-D

5. The HR officer of Prashant Chemicals Limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the company. The information also contained the approach to be adopted by the consultants and explained the five steps process of team building, problem sensing examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness. On receiving the circular middle manager felt tense as they thought team building as an exercise involving a lot of hocus-pocus as they thought team sensitivity training exercise in which participants used to attack each other and let out their aggression by heaping abuse on those disliked.

Therefore the manager felt that the consultants were not needed for team building. One of the managers commented, now that we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high-priced consultants to do this team building stuff. You just have to have a good feel for human factor." The other managers generally agreed. However, the corporate HR director turned down their suggestions and proceeded with his original program of hiring consultants.

- (1) Why did middle managers show resistance to team building approach of organization development ? 7
- (2) Do you think the managers had accurate view of team building concept ? Justify your answer. 7