

Hernandez & Associates now faced a challenge—to adapt its business to focus on what the clients were asking for. Specifically, clients, with their reduced staffs, were looking for help responding to their customers' requests and looking for ways to make the most of their limited marketing budgets. Its small, cohesive staff of 20 employees needed to make some fast changes.

As president of Hernandez & Associates, Marco Hernandez knew his team was up for the challenge. He had worked hard to create an environment to support a successful team—he recruited people who had solid agency experience, and he consistently communicated the firm's mission to his team. He made sure the team had all the resources it needed to succeed and continually took stock of these resources. He had built his team as he built his business and knew the group would respond to his leadership. But where to start? Getting the team to understand that growth depended on a shift in how it served its clients was not difficult—each of the employees of the small firm had enough contact with the clients that they knew client needs were changing. But making significant changes to the status quo at Hernandez & Associates would be difficult. Group roles had to change—creative folks had to think about how to increase a client's phone inquiries and Web site visits; account people needed a better understanding of the client's desire for more agency leadership. And everyone needed a better sense of the costs involved. The company as a whole required a more integrated approach to serving clients if they hoped to survive. Marco needed a plan.

Questions :

- a. Like many leaders, Marco already has a team in place and cannot build a new team to adapt to the changing business environment of his firm. Diagnose the problems faced by the firm and also discuss what changes can be implemented to solve the problems?
- b. Identify potential resources for Marco and his team in implementing a strategy to change.

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Roll No.

Total No. of Questions : 17

Total No. of Pages : 03

MBA (Sem.-4)

LEADERSHIP AND TEAM DYNAMICS

Subject Code : MBA/935/18

M.Code : 77818

Date of Examination : 09-06-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write Briefly :

1. Personality traits of a leader.
2. Define ethical leadership.
3. What is Charismatic leadership? Discuss its characteristics.
4. Differentiate between transactional leaders and transformational leaders.
5. How do leaders create high performance culture?
6. What do you mean by strategic leadership? Explain its characteristics.
7. Explain the concept of Team Motivation.
8. Define appreciative inquiry. Outline the steps of conducting appreciative inquiry?

SECTION-B

UNIT-I

9. 'In today's context, leader has a more challenging role?' Comment on the statement and discuss role of the leader. Also, discuss various leadership skills with examples.

10. Explain Trait theory of leadership. How does it differ from Behaviour theory? Also, give a list of important traits of an effective leader.

UNIT-II

11. Critically evaluate Fiedler's Contingency model. Briefly explain various styles of leadership and types of situations highlighted by the model.
12. What do you understand by the term Team Leadership? Illustrate various team building interventions used by the leaders with suitable examples.

UNIT-III

13. Define organizational change. Discuss the role of a leader in implementing organizational change? What are the necessary elements of Rational approach to organizational change?
14. a) What is the role of leader in designing and leading a learning organization?
b) Discuss in detail habits of highly effective people.

UNIT-IV

15. Define organizational conflict. Explain the process of conflict resolution in a team? Support your answer with suitable illustrations.
16. Write note on :
a) Steps of Sensitivity training.
b) Model of developing interpersonal trust in Teams

SECTION-C

17. Case Study :

Bill Gates inherited intelligence, ambition, and a competitive spirit from his father, a successful Seattle Attorney. After graduating from a private prep school in Seattle, he enrolled in Harvard but dropped out to pursue his passion computer programming. Paul Allen, a friend from prep school, presented Gates with the idea of writing a version of the BASIC computer language for the Altair 8800, one of the first personal computers on the market. Driven by his competitive nature, Gates decided he wanted to be the first to develop a language to make the personal computer accessible for the general public. He and Allen established the Microsoft Corporation in 1975. Gates passion and skills were programming—he would work night and day to meet the extremely aggressive deadlines he set for himself and his company. Eventually Gates had to bring in other programmers, he focused on recent college graduates. "We decided that we wanted them to come with clear minds, not polluted by some other approach, to learn the way that we liked to develop software, and to put the kind of energy into it that we thought was key."

In the early days of Microsoft, Gates was in charge of product planning and programming while Allen was in charge of the business side. He motivated his programmers with the claim that whatever deadline was looming, no matter how tight, he could beat it personally if he had to. What eventually developed at Microsoft was a culture in which Gates was king. Everyone working under Gates were made to feel they were lesser programmers who couldn't compete with his skill or drive, so they competed with each other. They worked long hours and tried their best to mirror Gates his drive, his ambition, his skill. This internal competition motivated the programmers and made Microsoft one of the most successful companies in the computer industry, and one of the most profitable. The corporation has created a tremendous amount of wealth many of its employees have become millionaires while working at Microsoft, including, of course, Bill Gates. Over the past 20 years Gates has been one of the richest people in the world and had an estimated net worth of \$87 billion in 2017.

Having done extremely well in the business world, Gates shifted his attention in 2008 when he retired from Microsoft in order to focus on the Bill and Melinda Gates Foundation. This foundation was created in partnership with Warren Buffett and its purpose is to alleviate extreme poverty, eradicate disease, and improve health care across the globe. Using business practices to improve philanthropic outcomes, the foundation has an endowment of over \$35 billion and Gates has been very successful at getting others to donate to their cause. The foundation funds programs were to control infectious diseases, such as malaria, HIV/AIDs, and tuberculosis; improve sanitation, nutrition, and family planning; prevent slavery and sex trafficking; help with agricultural development; and provide financial services, such as microlending, to the poor. These programs are making a tangible difference in tackling some of the world's biggest problems.

Questions :

- a) Would you classify Bill Gates as a charismatic or transformational leader? Why?
- b) Explain the approach of the Bill and Melinda Gates Foundation used to drive societal change?

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