

School of Business

MBA
ETE - May 2023

Time : 3 Hours

Marks : 50

Sem IV - MBHR6005 - Leadership And Team Building

Your answer should be specific to the question asked

Draw neat labeled diagrams wherever necessary

1. Why effective leaders exemplify ethics and trust? K2 CO1 (2)
2. "Transformational leader is effective under certain situations ." Elaborate K2 CO2 (2)
3. 'Ability to see the big picture is one of the important traits for effectiveness of leaders.' Analyse this statement K4 CO3 (2)
4. Why is Leader development essential ? Analyse this statement . K4 CO4 (2)
5. Digital technologies, including artificial intelligence, machine learning, deep learning, augmented reality, virtual reality and blockchain are versatile. Analyze how leader's can use these technologies in their organizations? K4 CO5 (2)
6. State how you perceive a Leader as a people catalyser? K4 CO1 (5)
7. Leadership is shown by a person's acts more than by his traits. This is an appropriate research strategy adopted by which group of scholars ? Analyze why and how this is done under one of the theories of this school of leadership K4 CO2 (5)
8. According to Ramnarayana (2007) "Leaders face challenges". What are the important challenges for the leader? K5 CO5 (6)
9. Analyze how the experiences (also known as crucibles) of the leaders in their lives play a very important role in shaping them as the leaders . K5 CO3 (8)
10. Ram Charan, Stephen Drotter, and James Noel developed the Leadership Pipeline Model, based on 30 years of consulting work with Fortune 500 companies. They published the model in their 2000 book, "The Leadership Pipeline". The model helps organizations grow leaders internally at every level, from entry level team leaders to senior managers. It provides a framework that can be used to identify future leaders, assess their competence, plan their development, and measure results. According to the model's developers, leaders progress through six key transitions, or "passages," in order to succeed. These six leadership transitions are shown in The Leadership Pipeline Model. Each leadership stage needs different skill-sets and values, and, at each transition, leaders have to develop these in order to lead successfully. There is a scarcity of leaders who are prepared to face today's changing business environment. Many companies struggle to find successors for their leadership positions. Companies usually have shortfall of the number and quality of leaders they need at all levels. Companies like GE, Procter & Gamble, Colgate, PepsiCo, etc. have an effective system of building leadership pipeline. According to the survey conducted by Hewitt – Best Employer in Asia Study, Leaders at The Best have the maximum level of engagement therefore they are able to build a workforce that is as passionate, encouraged, and committed to the organization's goals.

Why is Leadership Pipeline a useful model for companys' success?
11. On his first day back after his training, the plant manager noticed a Technical Service Executive in the lab having a discussion with an external contractor. While she was wearing safety glasses, the contractor was not. The manager has a no tolerance policy as far as safety is concerned and his normal response would be to call the technician to his office and in his words, "read her the riot act ." He asked the technician to his office and could see that she was worried about his reaction. But instead of leading with his dismay and disappointment, he started by explaining that he had just received some training on motivation. He then asked her if she thought that the rule to wear safety glasses, even when there was no experiment on, was "stupid" as there is no danger to the eyes. Since the technician was invited to have a discussion rather than "dressing down," she was open and candid. She explained that she had a two-year old child and she was extremely concerned about lab safety as she wanted to reach home safe every evening.
Q1. Can you demonstrate one important take-away in this story from a plant manager in India who recently learned the skill of conducting Motivational Outlook Conversations? K6 CO5 (8)