

ADMISSION NUMBER									

School of Business
Master of Business Administration MBA Dual Specialization
Mid Term Examination - Mar 2024

Duration : 90 Minutes
Max Marks : 50

Sem IV - MBHR6005 - Leadership and Team Building

General Instructions
Answer to the specific question asked
Draw neat, labelled diagrams wherever necessary
Approved data hand books are allowed subject to verification by the Invigilator

- 1) The charismatic leadership style is designed to inspire people and influence employees to do their best work possible. It helps employees improve their communication skills, enhance productivity, boost performance and foster team-bonding opportunities. Steve Jobs, Gandhi, and Martin Luther King Jr, We knew them as dynamic, and inspirational leaders. These leaders inspired people throughout their lives by being successful, charismatic leaders. . Determine the benefits of charismatic leaders. K5 (5)

- 2) Utilizing the Narcissistic leadership style many leaders are able to achieve success for themselves and for their organization. Identify some of the scnerios of application of this style. K3 (6)

- 3) The leader-member exchange theory is a concept that examines the relationship between management and employees. It evaluates the effectiveness of these relationships and determines how they directly influence the growth and productivity of each employee. Analyse the key stages of the leader-member exchange theory K4 (8)

- 4) Someone can be intelligent, but awkward with relationships, thus, lacking social intelligence. Someone can be intelligent, but lack self-mastery or character intelligence, and someone can possess superior intellectual capacity, but from Divinity’s point of view this is . You can have a high I.Q., yet be inept in practical matters. We should all strive to sharpen our minds and acquire more acumen, but not at the expense of the other four intelligences (wisdom, character, social and spiritual intelligence). There is more to intelligence than getting a high score in an aptitude test or solving enigmas others are unable to solve. Intelligence comes in many forms; it’s just not limited to mental capacity.Applying the knowledge of the theory relating to Intelligence, bring out the importance of these four types of Intelligence K3 (9)

- 5) “Level 5” leaders, represent a unique combination of executive capabilities that allows them to ensure their organizations become the best at what they do. The concept of Level 5 leadership is unique because it is based on empirical evidence. It is the responsibility of Level 5 executives to understand these elements and master them effectively. Evaluate the basic elements of “Level 5” leaders. K5 (10)

6) When Gerstner became the CEO of IBM in 1993, an \$8.1 billion loss on the stock market was announced by IBM; this was one of the largest in U.S. history. Gerstner was facing a difficult job as stock market commentators were rapidly writing off IBM as a 'slow elephant' and, as a result, IBM's workforce was not in any state to accept change. Gerstner's first task was to analyse what was going wrong within IBM, despite having dedicated people, high technological infrastructure, and a sound strategy, he found that IBM was suffering from its own success during the many years of operation. Its own success was its downfall, for it had become slow moving and inward looking. Organisationally, it had become a decentralised 'kingdom' in which none of the business units communicated with each other. Gerstner realised that, if IBM was to be saved, he had to lead this massive organisation through cultural change. He realised that changing the attitude and behaviour of thousands of people was hard to accomplish, but was the main key to success. Management could not change organisational culture through words and policies alone; leaders such as Gerstner had to create the conditions for transformation and invite employees to respond willingly. IBM had a tradition of appointing executives from within. Indeed, Gerstner was the first CEO to be hired from outside; this in itself was revolutionary and created widespread internal concern. Before Gerstner arrived, it was accepted that the break-up of IBM was inevitable. The question was only what form this would take. Morale was at rock-bottom, and Gerstner's appointment did nothing to raise spirits. It was assumed he had been brought in to 'wield the hatchet'. Therefore, it was a real surprise when Gerstner made himself open to input from anyone in the company. It was even more surprising when he announced that IBM's strength lay in its integration and that there would be no break-up. Immediately spirits started to soar. Everyone knew there would be a pain, but now it seemed it would be on a much lower level, and employees were prepared to listen for a change. While it took time to build trust, Gerstner's no-nonsense style created confidence that someone was in charge. His actions were not popular, but they were decisive. It was this that steadily led to a sense of trust; he did what he said he would do, and he proved himself trustworthy.

Q 1. Access the role trust played in the leadership style of Gerstner in the transformation of IBM?

Q 2. Access the problems faced by Louis V. Gerstner initially when he took over as CEO of IBM .