

AT-1464

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

Time : Three Hours]

[Maximum Marks : 70

Note :— Attempt **ALL** questions. Figures to the right indicate marks.

SECTION—A

1. (a) Examine the leadership styles followed by the Indian Manager. Can you suggest a right style with justification. 14

OR

- (b) Is it generally better to use only one particular leadership style or to experiment with others ? What are the factors to consider in choosing a leadership pattern ? 14

SECTION—B

2. (a) Explain different components of a leader. 7
(b) An industry has two departments dept. A and dept. B. Departments get an assignment for which overtime was required for the entire departments.

The dept. head of 'A' was Mr. Rakesh. He strictly informed his sub-ordinates to finish up the project within the stipulated time, but he himself leaves office on time and morning starts with feedback from the sub-ordinates and gives pressure to complete the day's work.

On the other hand dept. 'B' head Mr. Rajesh distributes the work rationally and motivates the staff members, also at times provides tea and snacks and works with them till late evenings.

Distinguish between the roles of both the leaders and which department will deliver effectively ? Why ? 7

OR

- (c) Explain the relationship between leader, follower and situation. 7
(d) As a cashier of a private institute, Stella is a loyal follower of the leader of the institute but she acts like a leader by setting example for others and using her positive attitude to inspire and uplift other people. Justify Stella's behaviour and explain the important role of effective followers like Stella for any organization. 7

3. (a) Do you agree that power is a natural and healthy part of organizational life ? Discuss. 7
- (b) If a leader directs her health care company to reward hospital managers strictly on hospital profits, is the leader being ethically responsible ? Discuss. 7

OR

- (c) According to you, what are the attributes of Header. 7
- (d) Mrs. Boyle, a housewife and mother took charge of Columbia Sportswear after her husband's early death, she created a comfortable down-to earth corporate culture that propelled the outdoor clothing sales from \$ 8,00,000 to \$ 3 million. She came into the company with no business experience but says "Running a company is like raising kids. You all have to be in the same line of thinking and be supportive". Discuss the case to discuss leadership behaviour in an organization. 7
4. (a) Explain in brief leadership skills. 7
- (b) Mr. Jagmohan Dalmiya is re-elected as the chairman of BCCI this year. He was known for building strong Team India in his previous tenure and forming harmonious relationship among all divisions/Boards in India. Comment and justify on the leadership skills of Mr. Jagmohan Dalmiya. 7

OR

- (c) How can conflict be utilized by the leader to make effective culture of an organisation ? 7
- (d) In the 'Star English School', the Director had the responsibility for 11 schools. 8 elementary, 2 juniors and one high school. After attending a Management Seminar Course the Director sent an e-mail directive to the Principals, stating that every teacher was required to develop a set of performance objective for each class they taught and submit one month after the school opened, to the Director.

Mr. Waghere principal of one of the junior colleges forwarded the mail to the teachers and called for a meeting to give instructions in composing the objectives.

The teacher were reluctant and complained it as an empty exercise. In response the Principal said that I was told to inform all of you. If you want to talk about it contact the Director.

Evaluate the communication of the Director and the Principal. How can this communication be made more effective by the leader ? 7

SECTION—C

5. Valena Scientific Corporation (VSC) is a large manufacturer of health care products. The health care market includes hospitals, clinical laboratories, universities and industries. Clinical laboratories represent 52 percent of VSC's sales. Laboratories are located in hospitals and diagnostic centres where blood tests and urine analyses are performed for physician. Equipment sold to laboratories can range from a five-cent-test-tube to a \$ 1,95,000 blood analyzer.

By 1980 the industry experience a move into genetic engineering. Companies such as Genentech Corporation and Cetus Scientific Laboratories were created and staffed with university microbiologists. These companies were designed to exploit the commercial potential for gene splicing. Senior executives at VSC saw the trend developing and decided to create a Biotech Research Program. Skilled Microbiologists were scarce; so the program was staffed with only nine scientists. Three scientists were skilled in gene splicing, three in recombination and 3 in fermentation. The specialities reflected the larger departments to which they were assigned. However, they were expected to work as a team on this program. Twenty technicians were also assigned to the program to help the scientists.

Senior Management believed that the biotech research program could be self managed. For the first 18 months of operation, everything went well. Informal leaders emerged among the scientists in gene splicing, recombination and fermentation. These three informal leaders coordinated the work of the 3 groups which tended to stay separate.

For example, the work typically started in the gene-splicing group followed by work in recombination and then in fermentation. Fermentation was used to breed bacteria created by the other two groups in sufficient numbers to enable mass production.

During the Summer of 1983, the biotech research program was given a special project. VSC contracted with Hoffman to develop a technique for large scale interferon production. VSC had only six months to come up with production technology. Scientists in each of the subgroups remained in their own geographical confines and began immediately to test ideas relevant to their speciality. In September, the informal group leaders met and discovered that each group had taken a different research direction. Each of the subgroups believed their direction was best and the informal leaders argued vehemently for their positions, rather than change to another direction.

Future meetings were conflict laden and did not resolve the issues. When Managers became aware of the crisis, they decided to appoint a formal leader to the program.

A Senior Professor was hired with the position of chief biologist and all project members reported to him.

The chief took the nine scientists on a two day retreat. He assigned them to 3 tables for discussion with a member from each Sub group so they had to talk across their traditional boundaries. He led the discussion of their common ground as scientists and their hopes and vision for this project.

After they developed a shared vision the group turned to scientific issues and in a mixed group discussed the idea that the VSC subgroups had developed. A consensus emerged. At this point the technicians were brought in and the scientist explained the approach and assigned set of instructions with the overall research plan along with firm deadlines.

Dramatic changes in the behaviour of the scientists were observed. Communication amongst the group increased. Solutions were raised in lunch and coffee gatherings. Enthusiasm and group discussion were high and cohesion seemed strong.

Questions :

- (1) Was the research program a group or a team ? If a team what type of team was it (functional, cross functional, self directed) ? Explain. 7
- (2) What factors account for the change in cohesiveness after the Chief Biologist took over ? 7