

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 4 – EXAMINATION – SUMMER 2019**Subject Code: 3549284****Date: 03/05/ 2019****Subject Name: Leadership****Time: 10:30 Am to 1:30 Pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

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|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Q. 1 | Define the following: | |
| | (a) Leadership Paradigm | 14 |
| | (b) Socialized Power | |
| | (c) Leadership Grid | |
| | (d) Intermittent Reinforcement | |
| | (e) LMX | |
| | (f) Alienated follower | |
| | (g) SMT | |
| Q.2 | (a) What are the five key elements in Leadership Definition? How do the elements interrelate to form this definition? | 07 |
| | (b) Identify similarities and differences among Theory X and Theory Y, the Pygmalion effect, and self-concept. | 07 |
| | OR | |
| | (b) Would you predict that a person with a strong agreeableness personality dimension would be a successful computer programmer? Why or Why not? | 07 |
| Q.3 | (a) Identify the Path Goal Leadership model style and variables. | 07 |
| | (b) How would you rate your Networking skills? What will you do differently in the future to improve your Networking skills? | 07 |
| | OR | |
| Q.3 | (a) Define organizational Politics. Briefly discuss some important guidelines for developing Political skills. | 07 |
| | (b) High quality LMX relationships create a circle of reciprocity where followers feel like they should go the extra mile for a leader who supports them, and the leader feels like he or she should offer the followers more support and benefits to keep their loyalty. Do you believe this is the case in the real world or is it something different? | 07 |
| Q.4 | (a) Elaborate and discuss the five Conflict Management styles. | 07 |
| | (b) Enlist and examine contemporary Leadership styles of successful Indian Managers. | 07 |
| | OR | |
| Q.4 | (a) Distinguish between Conventional and SMT. Discover and describe different challenges of implementing effective and Self- Managed Teams. | 07 |

- (b) Compare and contrast Male and Female Leaders. Evaluate why only few women leaders reach the top in developing countries like India. 07

Q.5

CASE STUDY:

The last episode of the Oprah Winfrey Show aired on Wednesday, May 25, 2011. The price for a 30-second commercial spot on the finale was \$1 million, the rate usually charged for a prime-time spot. The Oprah Winfrey Show has been a top-rated program for 25 years, a record unmatched in TV history.

With over 30,000 guests and a million studio audience members, Oprah and her show have garnered 48 Emmys, among other awards and accolades. According to Forbes, her personal net worth is roughly \$2.7 billion.

Of all the TV celebrities we know, Oprah had the largest audience of trusted followers who listened and believed so strongly in everything she said. The question for many researches was: why? Adam Hanft, CEO of marketing firm Hanft projects responded this way, "Oprah's got a magical combination of extraordinary personal charisma, a tele presence, a back story that's full of high drama and suffering and triumph, and an ability to open herself up or appear to be very much willing to expose that. And the empathetic bond that's been created as a result is appealing and enduring." Oprah's charisma is seen in the way she has influenced so many people and opinions. It seems everything she touched or mentioned became a house-hold name. her endorsements made the fortunes of housewives, authors, singers or even presidential candidates. She built schools and rescued abused children. As one writer puts it, Oprah could move from high literature to lowly undergarments in a heartbeat.

Oprah, who is now 57, will take a more active role in her business empire, which includes her fledgling cable network, OWN (Oprah Winfrey Network), her popular magazine, O, and her satellite show Oprah & Friends on XM Satellite Radio. OWN is a 50-50 venture between Ms. Winfrey and Discovery Communications.

Oprah's legacy has established her as one of the most important figures in popular culture. Through her television, publishing, and film endeavors, Oprah will continue to entertain, enlighten, and empower millions of viewers around the world. She closed her last episode with these words: "I won't say goodbye. I'll just say, 'until we meet again'. To God be the glory".

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|-----|--------------------------------------------------------------------------------|----|
| (a) | Why was Oprah (and possibly still is) such a popular and admired figure on TV? | 07 |
| (b) | What is the locus of Oprah's Charisma? | 07 |

OR

Q.5

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|-----|--------------------------------------------------------------|----|
| (a) | What effects has Oprah's Charisma had on her followers? | 07 |
| (b) | What qualities of Charismatic Leadership does Oprah possess? | 07 |
