

**Code No: MB1634/R16****MBA III Semester Regular Examinations, Nov-2017****LEADERSHIP MANAGEMENT****Time: 3 Hours****Max. Marks: 60**

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*Answer Any FIVE Questions  
All Questions Carry Equal Marks  
Question No. 8 is Compulsory*

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| 1. a | Define leadership and explain traits of an effective business leader in contemporary business world?   | 6M |
| b    | Briefly write about Fiedler's contingency model of leadership?   | 6M |
| 2. a | Define motivation. Critically examine the need hierarchy theory of motivation?   | 6M |
| b    | Briefly explain about Porter and Lawler's theory of motivation?  | 6M |
| 3. a | What is the significance of leadership development? Explain the action-observation-rejection model of learning?                                  | 6M |
| b    | Explain at least five relationship-oriented attitudes and behaviour of leaders?  | 6M |
| 4. a | Explain how leaders use 360-degree feedback to improve their performances?   | 6M |
| b    | Explain how leaders develop through education, experience and mentoring in an organization?  | 6M |
| 5. a | What do you mean by strategic leadership? Explain different components of leadership?  | 6M |
| b    | Briefly write about the Lockett model framework in building high performance teams?  | 6M |
| 6. a | Describe what leaders can do to foster an ethical and socially responsible organization?   | 6M |
| b    | What are the characteristics of transformational leader and transactional leader?  | 6M |
| 7. a | Explain briefly about the leadership difference in US and JAPAN?   | 6M |
| b    | What is GLOBE research program of Wharton school? Explain the GLOBE-SIX global dimensions by which to compare and contrast leadership behaviour? | 6M |

**Code No: MB1634/R16****8. Case Study****12M**

Mr. Murthy considered himself fortunate to be chosen as team leader for one of the newly formed work teams in the insurance division of the financial services firm where he worked. The purpose of forming teams was to improve customer service. Each team now had the authority to issue insurance policies and settle claims, within limits, for specific geographic regions. Before the division was organized into teams, separate departments existed for sales, administration, underwriting, and claims. Although the company was profitable, it received too many criticisms about poor service. Customers complained that it took too long to settle claims. Company sales representatives contended that the underwriting department took too long to approve and issue policies.

One of the Murthy's early initiatives was to call frequent team meetings to discuss how service was going to be improved. He emphasized to the group that the company had moved into the modern era and that teams were empowered to look for ways to improve efficiency. Mr. Murthy also emphasized that each team member had more responsibility than under the previous structure. Each team member would be doing some sales administration, some underwriting, and some claims work.

Mr. Swaroop, a team member, commented during one of Murthy's meetings: "Just think of it, three jobs in one and being paid just the same as before." At the same meeting, another team member asked, "What so special about calling us a team? I had a nice job in the underwriting department before these teams were formed. I enjoyed that work. Now my job is more confusing". Mr. Murthy replied, "The company decided this way was the way to go. Trust me everything will work out fine in the end. Just go along with the team idea for now".

Four months after the work teams were formed, Murthy's boss, Dr. Murali, met with him to discuss progress. Wong told Murthy, "Your team isn't making as much progress as I would like. Policies are not being issued any faster. Customer complaints about slow claims settlements are at the same level as before we converted into teams. The other teams are making more progress. Does your team have a problem?"

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“Yes, we have a problem,” said Murthy. “Everyone comes to work just as in the days before teams. They do most of their work alone, but they get together when needed. It just seems to be business as usual. So far, the idea of being a high-producing team hasn’t caught on.”

“Are you being an effective team leader?” asked Wong. “I think I am,” said Murthy. “I do everything I’m supposed to. I hold meetings. I take care of the paperwork and email. I try to settle problems. I say thank you when somebody does a good job.” “I’ll be back with you in three months to discuss your team’s progress. I want to see improved results in terms of better customer service.”

### **QUESTIONS**

1. What can Mr. Murthy do to influence his team to perform better?
2. Which influence tactics (if any) is Mr. Murthy using to achieve better results with his team?
3. Based on whatever information you have found in the case, how would you rate Mr. Murthy's charisma?

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