

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2016-18) (HR)
PGDM Trimester V Examination December 2017

Subject	Leadership Excellence: Insights from Indian Ethos		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	4	Date	23.12.2017

Note: Q1 and Q2 are compulsory and solve any THREE from the remaining FOUR questions.

Q1) 20 Marks (Compulsory)

As supervisor of the high-profile "Mod Squad" Unit in the Auditing Department, Brenda Galway prided herself on her no-nonsense, direct, and independent management style. She wanted hard-charging, competent auditing personnel who could operate independently.

Her most recent hire, Bill Stanley, had seemed to accept these conditions when she interviewed him for the job. He had acquired some background in this field, but was not the most qualified applicant Brenda had spoken with. Nevertheless, because Brenda had been unwilling to pay the salary that fully qualified applicants wanted, Bill ended up with the job.

Brenda was not pleased when she learned that the Executive Management Committee of the company had authorized a conversion of the auditing process from a manual system to a computerized one. She was given the responsibility of preparing a project implementation plan within three weeks. Brenda and her experienced staff were consumed with ongoing audits that could not be dropped, and she was forced to give the new project to Bill Stanley.

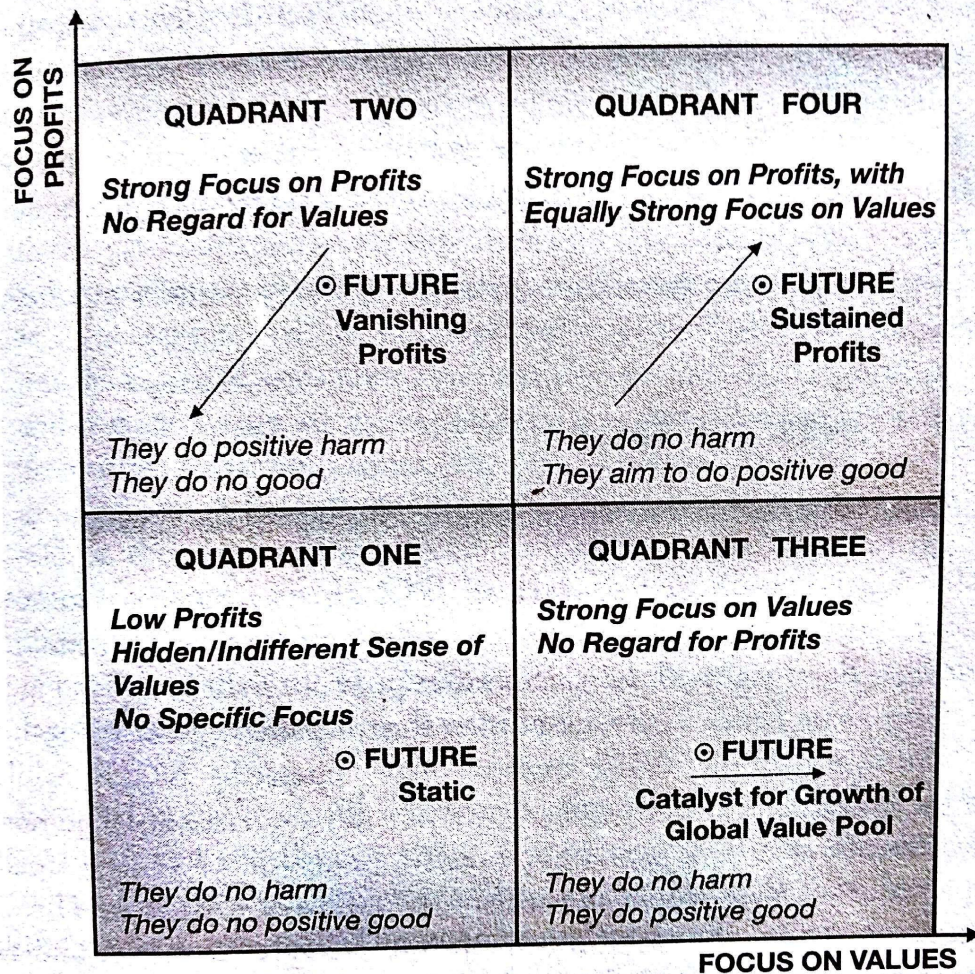
When giving Bill the assignment, Brenda made it clear that he was on his own but could call on her at any time. Subsequently, on two occasions, Bill asked for more details about what she wanted in the report, but he did not receive much specification from Brenda. Quite often she saw him in passing, and he always indicated that things were fine. Otherwise, Brenda had no involvement with him on the project. Bill turned the project in on time, but it was incorrect and needed to be redone.

- a) Who is responsible for the incorrect report and why?
- b) What kind of Leadership behavior was demonstrated by Brenda's actions?
- c) As an effective leader, how should Brenda handle this situation?
- d) How should have Brenda supervised Bill on this project?

Q2) 10 Marks (Compulsory)

- a) Identify the correct quadrant in 'Leadership Matrix of Choice Profit-Value Trade-off' for the following situations: **(2 Marks)**
 - i) Companies having a short term approach for self-gratification and care little for the impact of their decisions on the society.
 - ii) Organizations, where prime focus is on a high sense of values and sustained high profitability follows, which differentiates 'Realistic fish' from 'Unrealistic fish'
 - iii) NGOs, IPCs and other social organizations
 - iv) Small family businesses in retail sector and self employed people, who routinely go about their task, on day-to-day basis.

Leadership Matrix of Choice Profit-Value Trade-off



- b) Identify the type of listening from the following situations: (2 Marks)
- i) Biased listening due to difference of opinions or resistance to the speaker
 - ii) Complete attention on what is being said by the speaker, without evaluating or judging, to improve the mutual understanding.
 - iii) Listener, while listening to the message starts judging/ evaluating the speaker and forms opinion about what is being said.
 - iv) Listener has capacity to listen four times faster than someone can talk, so they use the extra time to think about other matters
- Options: Marginal listening, Critical listening, Projective listening, Active listening
- c) Identify the level of stress from the following situations: (2 Marks)
- i) Mr. A experiencing stress from the pressures of thinking about the past and the future, and from everyday pressures in life.
 - ii) Mr. B experiencing a string of miserable situations day after day, leaving him feeling burnt out and as though he has no control over his life.
- Options: Acute Stress, Episodic Acute Stress, Chronic Stress
- d) Identify the ego states from the following situations: (2 Marks)
- i) An employee talking to himself, during working hours "It is such a nice day outside... I did rather taking a walk in the fresh air"
 - ii) A 9 to 5 employee, working at the office till 8pm to complete his work.
 - iii) An enthusiastic employee, who proactively accepts almost all the new projects and comes out with creative ways to perform the tasks effectively.

- iv) A subordinate providing help and support to his team leader to come out from his personal problems.
- e) In case of a conflict between two employees, first step of an effective leader should be: **(1 Mark)**
 - i) Step back and encourage employees to resolve the conflict themselves
 - ii) Step in and try to mediate the conflict to avoid unnecessary escalation
 - iii) Step out for a moment, to gain insights into the nature of the conflict and then accordingly handle it.
- f) In case of employees concerns about some rumored change in the organization, an effective leaders should: **(1 Mark)**
 - i) Invite employees to express their concerns and shares ideas to help ease the stress they are feeling
 - ii) Minimize discussions about the rumors until a clear plan is ready for implementation
 - iii) Reassure employees that everything is going to be alright

Attempt Any THREE from the Remaining FOUR Questions

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a)



What kind of leadership you can see in the above two pictures? According to you which of these is more effective & why?

b) "Yesterday 'Seniority' signified status; today 'Creativity' drives the status" do you agree with this statement w.r.t. leadership? Support your answer with suitable examples.

c) "Leadership that is not deeply rooted in a foundation of truth is leadership destined to fail" comment with suitable examples.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a)

śruti vipratipannā te yadā sthāsyati niścalā
samādhāvacalā buddhis tadā yogam avāpsyasi



When your mind is no longer disturbed by the flowery language of the Vedas, and when it remains fixed in the trance of self-realization, then you will have attained the divine consciousness.

Explain the leadership lesson you can derive from this Bhagvad Gita Shlok?

b) How Leadership Attitudes change at different levels of “Sustainable Success’ and ‘Sustained Happiness’? Explain with suitable examples.

c) “Leaders often mistake ‘anger’ for ‘power’ and ‘fear’ for ‘respect’.” comment. According to you, how a leader can overcome the anger?

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a)

<p>“It’s Saturday evening and you’re about to leave for your friend’s wedding — until you get an email from your boss about a new assignment due Monday morning.”</p>	<p>“A colleague begins to publicly shout at you in the hallway for stealing his client or some other offense. You’re caught off guard, embarrassed and want to defend yourself.”</p>	<p>“Your organization, where you are working for last six years, has merged with another, and because your role is now redundant, you have been assigned to a completely new one, an area you know nothing about.”</p>
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How will you manage these stressful situations at workplace?

b) “Seek First to Understand, Then to be Understood” how does this apply to effective leadership? Support your answer with suitable examples.

c) How Reskilling & Upskilling can help building a future-ready workforce? Explain with suitable examples.

“When I talk to a manager, I get the feeling that they are important. When I talk to a leader, I get the feeling that I am important.” Comment with suitable examples

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a) “Leader can’t build a dynamic employee culture unless he/she ACCEPT people” comment with suitable examples.

b) Explain in brief the transformation of human enterprise from ‘Strong Fish eating Weak Fish’ to ‘Realistic Fish eating Unrealistic Fish’ with suitable examples.

c) “Indifference makes the Difference” do you agree with this statement w.r.t. leadership? Support your answer with suitable examples.