| Subject | Leadership Influence Power | | |
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| Roll No. | | Marks | 60 Marks |
| Total No. of Questions | 7 | Duration | 3 Hours |
| Total No. of printed pages | | Date | 07-10-2019 |

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) 20 Marks (Compulsory)**

Wellness Care is a health care company that includes a big hospital with 350-bed capacity, numerous specialty medical practices, and 52 clinics. In a recent year, they saw 1.5 million patient visits. The network has 7521 employees including physicians, medical staff, managers and supervisors, and senior leaders. The age of their health care managers was a concern when asked whether they had a ready supply of leaders to step in. Upper management felt that growing leaders internally made sense from the standpoint of continuity and cultural fit.

The HR staff researched best practices in talent management and development. The result was the establishment of a Talent Development Review Group including the top leaders. This group became accountable for developing leaders, making necessary development happen, and overseeing the growth of high-potential (high-po) talent. The Review Group followed five steps in their process.

**(i.)** They spent two years building a tiered leadership competency model that included criteria for executives, directors, and managers to ensure the right mix of KSAs (Knowledge, Skills, and Abilities). The tiered model defined behaviors and competencies necessary to demonstrate excellence in each role. The competencies were used for behavioral interview questions and for position descriptions, and they formed the basis for 360-degree feedback.

**(ii.)** The next step was to identify high-potential talent. The Review Group picked candidates for consideration in each of four pools. Pool members had to demonstrate willingness to:

• Advance • Participate in leadership assessment • Receive feedback and coaching

• Take on development opportunities • Invest the necessary time.

In the five years after the program began, 60 high-potential employees at all levels of leadership were identified, assessed, and had their career paths discussed.

**(iii.)** Once high-potentials had been identified and invited into a pool, it was time to assess the talent. The high- potentials took assessment tools to identify strengths and development needs. Each candidate and the Review Group determined an initial strategy for closing gaps in the candidate's readiness.

**(iv.)** A variety of tools were used to develop plans for individual high-potentials, including stretch assignments, role expansion, job rotations, coaching, onboarding, continuing education, mentoring, project assignments, and committee assignments.

**(v.)** Tracking progress included setting milestones and success metrics to make sure candidates would build the necessary skills. The effect of the development activities on performance was measured as well, with feedback from peers, colleagues, and superiors. The Review Group continues to look at progress annually.

While numbers tell a positive story, another big change has been in the culture among the top leaders, who now see talent development as a strategic necessity.

## Questions

**a)** The program took 5 years to get to the end point. Is that realistic, or did it take too long? Explain why the timing may vary and whether it can be reduced for effective outcomes?

**b)** Would you let the names of the high-potential employees out to the rest of the organization? Why or why not? What could be the positive and negative impacts of the same on other employees?

## Attempt Any FOUR from the Remaining SIX Questions

**Q2)** *Any two from (a) or (b) or (c)* ——————— *(5x2) = 10 Marks*

**a)** Analyze the kind of leadership you can observe from the above two pictures. According to you which of these is more effective & why?
**b)** "Seek First to Understand, Then to be Understood" how does this apply to effective leadership? Support your answer with suitable examples.
**c)** How different types of listening impacts leadership? Explain with suitable examples

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

**a)** Evaluate the Leadership transformation from "What You Give Me" to "What Can I Give You" with relevant examples.
**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)** How an effective leader creates difference than an ordinary leader? Support your answer with relevant examples

**Q4)** *Any one from (a) or (b) ————— (10x1) = 10 Marks*

**a)** Analyze the leadership insights relevant to current corporate environment, from "The Leadership Sutra" given by Devdutt Pattanaik based on Indian mythology.
**b)** Evaluate the transformation of human enterprise from 'Strong Fish eating Weak Fish' to 'Realistic Fish eating Unrealistic Fish' with suitable examples w.r.t. leadership.

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

**a)** Evaluate the Challenges of Training & Development for the corporate leaders in today's competitive environment.
**b)** Analyze various factors affecting stress at workplace 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? Explain with suitable examples

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

**a)** "One can't build a dynamic employee culture unless he/she ACCEPT people" Do you agree? Discuss the Impact of Acceptance on Subordinates with relevant examples.
**b)** How Levels of listening affects the effectiveness of leader? Explain with suitable examples
**c)** "Indifference makes the Difference" do you agree with this statement w.r.t. leadership? Support your answer with suitable examples.

**Q7)** *Any one from (a) or (b) ————— (10x1) = 10 Marks*

**a)** Examine the relevance of "Leadership Matrix of Choice Profit- Value Trade- Off" in current corporate environment
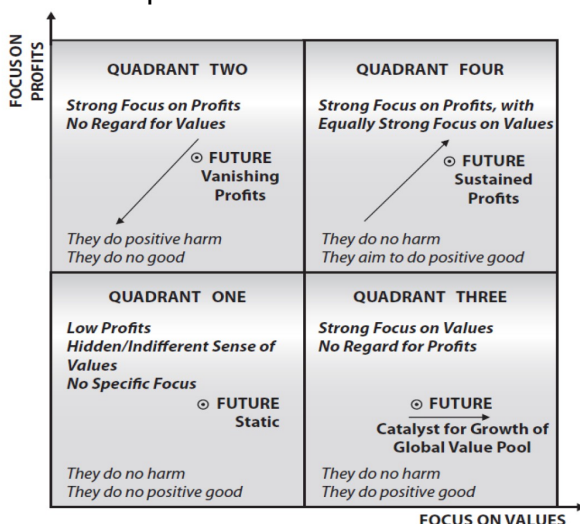
**b)** Analyze the relevance of "Five Circles Of Leadership Attitude" with relevant examples.