

High Performance Leadership

HPL 01

Roll No.

Total No. of Printed Pages: 3

Total No. Of Questions: 07

Maximum Marks: 60

Duration (hrs.) : 3 Hours

Q1. This is compulsory question of 20 marks. Each part carries 5 marks.

Leadership styles:

The business writers Tannenbaum and Schmidt categorised different leadership styles. They suggested that leadership styles could be explained on a scale ranging from 'autocratic' through 'democratic' to 'laissez-faire'.

The autocratic or authoritarian style is characterised by an 'I tell' philosophy. Autocratic leaders tell their staff what to do. This can give a business clear direction but it may also lead managers to undervalue or ignore input from their teams. However, an autocratic approach is appropriate in some situations. It is valuable when the business faces a crisis or when an urgent problem arises that requires an immediate response.

Stephen is the manager of a medium-sized Tesco store. He has been with the company for over 10 years and his first job was filling shelves in the dairy section. He is currently working towards the Tesco foundation degree. Stephen directly manages a team of around 20 departmental managers, who between them are responsible for almost 300 people. Stephen's leadership style is usually to allow his managers to make most operational decisions. However, if, for example, an accident occurs in the store, Stephen may take control to ensure a prompt and co-ordinated response.

There are some leadership approaches that sit between autocratic and democratic. These styles allow team participation up to a point. However, the manager reserves the right to make the final decision.

- Managers adopting an 'I sell' philosophy will try to persuade their teams to accept their viewpoint.

- Managers adopting an 'I consult' approach will seek the opinions of subordinates before taking a decision. This is moving closer to a democratic style of management.

The best managers adopt leadership styles appropriate to the situation. Stephen's preferred leadership style is to take a democratic approach. He consults widely as he feels that staff respond better to this approach. For example, when planning a major stock reduction programme, he encourages his managers to put forward ideas and develop plans. This increases team motivation and encourages creativity. Some mistakes may be made, but they are used as a learning experience. However, as a store manager, Stephen deals with many different situations. Some may be business critical and it is important that he responds to these in the most appropriate way. In such situations, Stephen may need to adapt his leadership approach and exert more authority.

Questions:

- Explain autocratic or authoritarian style.
- What are various job duties and responsibilities of Stephen.
- State and Explain Stephen's preferred leadership style.
- Is there any other leadership style which Stephen may adopt depending on the situation?

Attempt any four out of the remaining Six Questions

Q2.

- Explain the concept of Effective Leadership.
- What are the various qualities of leadership?
- What are the key aspects that a leader cannot afford to ignore?
Attempt any two from (a) or (b) or (c) ----- (5X2) = 10 Marks

Q3.

- Explain three dimensional theory of leadership.
- Explain in detail Trait theory.
- Explain with example any three skills of an outstanding leader.
Attempt any two from (a) or (b) or (c) ----- (5X2) = 10 Marks

Q4.

- What lessons of leadership we can learn from JRD Tata?
- Differentiate between team and a group.
- Explain Team problem solving model.
Attempt any two from (a) or (b) or (c) ----- (5X2) = 10 Marks

Q5.

- a) Explain the process of communication.
- b) Define Values. Explain in detail importance of values.
- c) What various types of conflicts?
Attempt any two from (a) or (b) or (c) ----- (5X2) = 10 Marks

Q6.

- a) Explain with examples conflict resolution skills.
- b) What are the various theories of Attitude?
- c) "Positive and Negative thinking are both contagious". Give your views on this statement.
Attempt any two from (a) or (b) or (c) ----- (5X2) = 10 Marks

Q7.

- a) Explain in detail Seligman's Theory of Learned Helplessness.
- b) What are various strength and weaknesses of team according to Belbin?
- c) Explain in detail meaning and process of effective delegation.
Attempt any two from (a) or (b) or (c) ----- (5X2) = 10 Marks