

MMS-I

15-12-2008

HPL 01

Roll No. :

Total Marks : 60

Duration : 3 Hours

Total No. of printed pages : 03

Note : Section I and Section II to be solved on SEPARATE answer books.

Section - I (Marks : 30)

Instructions : Attempt all questions in Section I
Figures to the right in bracket indicate full marks.

Q.1 Comment on the traits, skills, role etc. of **Any Two** of the following Leaders : (15)

- a) Lee Iacocca
- b) Ratan Tata
- c) Dhirubhai Ambani
- d) Rahul Bajaj
- e) Shivaji Maharaj
- f) Mahatma Gandhi

OR

Q.1(a) Explain what distinguishes a manager from a leader. (15)

- (b) Write notes on
- (i) Level 5 Leadership
 - (ii) Leadership Coaching

Q.2 Read the Case attached and answer the questions give at the end of the Case. (15)

Case

Indigo Software (Indigo), set up in Hyderabad in the early 1970s, with an initial strength of 150, grew to become the country's leading software development firm in the year 2000, with around 18,000 employees on its rolls. The company's success can be attributed to the values upheld by its founders. Indigo's founders believed that to retain its place in the dynamic business environment, the company had to develop leaders of high quality who kept the global perspective in mind while working in the organization. With this as its aim, the company established the Leadership Learning Institute (LLI) to nurture leadership qualities among its employees across the globe.

The vision of Indigo's founders was to make it big in the global business arena and to transform the company from being just a software developing firm to one providing consultancy services to organizations to help them create technologies to meet their strategic goals. Indigo used its leadership center to direct itself in a planned and controlled manner to achieve this objective. The center was used as an avenue to spread knowledge and corporate values throughout the company.

During its initial years, the organization was small enough to make it possible for its founder, Janardhan Rao, to personally interact with his employees. This allowed the employees to observe and emulate the leadership qualities of their employer. However, with an increase in the number of employees, it became difficult for the chief to address his workforce personally. Therefore, the company set up a leadership development center with the aim of developing leadership qualities among the organizational members.

At the center, employees from various operational centers of the company spread across the globe and of different nationalities were imparted training in leadership qualities. They were divided into groups of 400, each group being periodically sent to workshops, where leadership training was imparted to them over four weeks. The workshops revolved around the objective of developing timeless leadership principles that would help the company withstand the tough competition outside and other contingencies. Members of the workshop were also trained in effective decision making. Once they successfully completed their training, these employees were given opportunities to hone their leadership skills in the organization and transfer their knowledge to other organizational members.

- Employees at Symphony were asked to undergo numerous training programs at regular intervals to remain updated with the latest developments in the external environment, so that they could adapt to technological changes and remain competitive.

Initially, there was stiff resistance in the company to the tough measures taken by the new CEO. However, Vaidya was able to gradually persuade the employees to accept the changes and within a short period of time, a sea change was noticed in the organizational processes. These revolutionary changes brought about a dramatic rise in Symphony's profits, and soon, Vaidya's bold decisions made Symphony a market leader in various fields of business.

Questions for Discussion:

1. Taking the example of Symphony Technologies, describe the importance of change management in organizations.
2. Briefly outline the role played by the management and employees in bringing about a planned change in Symphony Technologies.

Section 2 (Marks: 30)

Note: All questions in this section are compulsory.

Q1. Write short notes on any 2 of the following topics: 10

1. Johari window:
2. Transactional analysis:
3. Goal conflict:

Q2. Attempt any two of the following questions : 20

1. What is conflict? What are the conflict coping strategies?
2. Explain in detail the types of conflict.
3. "High Performance Leadership depends on skill, motivation and attitude" - Discuss