High Performance Leadership

HPL 01

28-12-2019

MMS-I

Roll No

Total No. of Questions: 2

Total No. of Printed Pages: 5

Duration (hrs): 1 hr 30 min

Maximum Marks : 30

SECTION - I

Note:
1. Question 1 and 2 are compulsory.
2. Answer in a concise form
3. All questions carry equal marks.
4. Marks will be deducted for quoting verbatim from the case.
5- Each Section to be Solved on SEPARATE Answer Book.

Q 1 Read the attached Case study and answer the questions given at the end.

Q 2 Write short notes on (any three)

(i) Effective delegation
(ii) Importance of values in the life of a leader.
(iii) Conflict Management
(iv) Congruity theory in attitudes formation
(v) Seligman's theory of learned helplessness.

Case: Profiles of Two Visionaries—Bill Gates & Steve Jobs[11]

Two men who gave their hearts and souls for developing their visions have driven the personal computer revolution. However, the way in which each of these men went about this quest has been different. Steve Jobs and Bill Gates have changed the way the world does business, but the story of their leadership styles is even more compelling than the success and innovation spawned by Apple and Microsoft.

Bill vs. Steve—The Early Years

Bill Gates started developing his computer skills with his childhood friend Paul Allen at Lakeside School in Seattle. At the age of 14, the two had formed their first computer company. After high school, Allen and Gates left Seattle for Boston. Gates was off to Harvard and Allen began working for Honeywell. After only two years at Harvard, Gates and Allen left

Boston for Albuquerque to develop a computer language for the new Altair 8080 personal computer. This computer language would become BASIC and was the foundation for Microsoft, which was created as a partnership in 1975.

After five years in New Mexico, Microsoft relocated to Bellevue, Washington in 1980 with BASIC and two other computer languages (COBOL and FORTRAN) in its arsenal. Later that year, IBM began developing its first PC and was in need of an operating system. Microsoft developed the Microsoft Disk Operating System (MS-DOS) for IBM while two other companies created competing systems. Gates' determination and persuasion of other software firms to develop programs for MS-DOS made it the default IBM platform.

As Microsoft became more successful, Gates realized that he needed help managing Microsoft. His enthusiasm, vision, and hard work were the driving force behind the company's growth, but he recognized the need for professional management. Gates brought in another one of his friends from Harvard, Steve Ballmer. Ballmer had worked for Proctor & Gamble after graduating from Harvard and was pursuing his MBA at Stanford. Gates persuaded Ballmer to leave school and join Microsoft. Over the years, Ballmer has become an indispensable asset to both Gates and Microsoft. In 1983, Gates continued to show his brilliance by hiring Jon Shriley who brought order to Microsoft and streamlined the organizational structure, while Ballmer served as an advisor and sounding board for Gates. Microsoft continued to grow and prosper in the 1990s and Gates has become the richest man in the world. Microsoft dominates both the operating system market with its Windows application and the office suite software market with Microsoft Office.

Gates recognized that his role was to be the visionary of the company and that he needed professional managers to run Microsoft. Gates combined his unyielding determination and passion with a well-structured management team to make Microsoft the giant it is today.

The other visionary, Steve Jobs, and his friend Steve Wosniak started Apple Computer at Jobs' garage in Los Altos, California in 1976. In contrast to Bill Gates, Jobs and Wosniak were hardware experts and started with a vision for a personal computer that was affordable and easy to use. When Microsoft offered BASIC to Apple, Jobs immediately dismissed the idea on the basis that he and Wosniak could create their own version of BASIC in a weekend. This was typical Jobs: decisive and almost maniacal at times. Jobs eventually agreed to license Microsoft's BASIC while pursuing his own vision of developing a more usable and friendly interface for the PC.

Many see Jobs as anti-Gates. He is a trailblazer and a creator as opposed to Gates who is more of a consolidator of industry standards. Jobs' goal was to change the world with his computers. He was also very demanding of his employees. Jobs was different from Gates, Allen and Wosniak. He was not a hardcore computer programmer. He was the person selling the idea of the personal computer to the public. Jobs made the decision to change the direction of Apple to develop the Macintosh using a new Graphical User Interface (GUI) that introduced the world to the mouse and on-screen icons. Jobs forced people to choose between the Microsoft-IBM DOS operating system and his GUI Macintosh OS. In the beginning, Jobs was the visionary who changed the computer world and Apple dwarfed Microsoft. With all this success, there was a major problem brewing at Apple—Steve Jobs was overconfident and did not see Gates and Microsoft as a serious threat to Apple.

Soon after the release of the Macintosh computer, Jobs asked Microsoft to develop

software for the Mac operating system. Gates obliged and proceeded to launch a project copying and improving Apple's user interface. The result of that venture was Microsoft Windows.

This cocky attitude and lack of management skills made Jobs a threat to Apple's success. He never bothered to develop budgets and his relationship with his employees has been criticized. Wosniak left Apple after the release of the Macintosh due to differences with Jobs. In 1985, John Scully, CEO of PepsiCo replaced Steve Jobs as president and CEO of Apple Computers.

The 1990s saw Microsoft and Apple go in two very different directions. Microsoft became one of the most profitable companies in the world making Bill Gates the world's richest man. Microsoft Windows became the industry's standard operating system. Apple fell from grace and became a niche market player. Jobs went on founding NEXT, a small computer manufacturing company and Pixar, the animation house that produced *Toy Story* and *A Bug's Life*.

Microsoft and Apple at the Turn of the Century—An Industry Giant and a Revitalized Leader

With the success of the Windows operating system, the Office application suite and Internet Explorer software, Microsoft has become a household name; Bill Gates has been hailed as a business genius. The fact that Microsoft's competitors, the press, and the US Justice Department have called Microsoft a monopoly reinforces Gates' determination to succeed. Many people question whether Microsoft can survive the Justice Department's decision. Bill Gates, however, has shown that he is the master of adapting to changing market conditions and technologies.

Apple had gone in the opposite direction in the 1990s. The outdated operating system and falling market share eventually led to a decrease in software development for the Mac. Something needed to be done. In 1998 Steve jobs returned to Apple as the "interim" CEO. His vision, once again, resulted in the innovative iMac. The design was classic Jobs. In the 1980s he created the simple-to-operate Macintosh to attract people who were using IBM PCs and their clones. Now he has developed a simple, stylish, and Internet-friendly computer to add some much-needed excitement to the computer market. Jobs has also changed as a manager and a leader. He has matured and looks to his professional staff for advice and ideas. Although he is the interim CEO, Jobs has sold all but one share of his Apple stock. Larry Ellison, Oracle's CEO and Apple board member, attributes Jobs' ability to lead Apple to this fact: "He owns only one share of Apple stock, yet he clearly owns the product and the idea behind the company. The Mac is an expression of his creativity, and Apple as a whole is an expression of Steve. That's why, despite the 'interim' in his title, he'll stay at Apple for a long time."[12] Many people believe that this will lead to continued success for Apple and a renewed battle between Gates and Jobs.

1. How did Bill Gates and Steve Jobs differ in their leadership style?
2. Compare and contrast the managerial practices of Gates and Jobs.
3. What do you think about the future of Microsoft and Apple Computers?

Roll No. :

Total No. of Printed Pages : One

Total No. of Questions : Six

Maximum Marks : 30

Duration (Hrs) : 1.5 Hrs

Note:
1. **Attempt any three questions.**
2. **Each question carries equal marks**

SECTION II

Q1   Define Leadership. Explain any two Behavioural Leadership Theories.

Q2   Compare and contrast Transformational Leadership and Charismatic Leadership. Give suitable examples from corporate organizations.

Q3   According to you, what are the different competencies and Skills required by an effective leader?

Q4   Draw a life-sketch of any one business leader of your chioce and analyse his/her personality. According to you, what made him/her a great leader? Which leadership style is followed by him? Explain with suitable examples.

Q5   Assume, you are a Sales & Marketing manager of Zenith Company Ltd. As a young and dynamic manager you want to build Team Culture in your organizations. What Strategies you will adopt to build an effective Team? What pros & corns of Team Building you will keep in mind?

Q6   'Communication is an essential element for organizational success.' Explain the importance of communication in the light of above statement. Discuss the barriers to effective communication. What principles should be kept in mind for effective communication?

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