

## IMT-64

### LEADERSHIP

#### Notes:

- a. Write answers in your own words as far as possible and refrain from copying from the text books/handouts.
- b. Answers of I<sup>st</sup> Set (Part-A), II<sup>nd</sup> Set (Part-B), III<sup>rd</sup> Set (Part – C) and Set-IV<sup>th</sup> (Case Study) must be sent together.
- c. Submit the assignments in IMT CDL H.O. along with the assignments Question Papers for evaluation .
- d. Only hand written assignments shall be accepted.

**A. First Set of Assignments**

5 Questions, each question carries 1.5 marks.

**B. Second Set of Assignments**

5 Questions, each question carries 1.5 marks.

**C. Third Set of Assignments**

5 Questions, each question carries 1.5 marks. Confine your answers to 150 to 200 Words.

**D. Forth Set of Assignments**

Two Case Studies : 7.5 Marks. Each case study carries 3.75 marks.

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#### SECTION - A

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1.
  - a). Why do managers find it difficult to delegate or share power?
  - b). What are some facilitating conditions for employee empowerment?
2.
  - a). What sources of power stem primarily from personal attribute, and what sources of power stem primarily from the position?
  - b). How much position and personal power do leaders need to be effective?
3.
  - a). Discuss the pre requisites for creating a learning organization.
  - b). What are the steps that a Leader can take to create a leaning organization?
4.
  - a). How is managerial motivation related to the effectiveness and advancement of managers in large organizations?
  - b). Discuss the criteria to assess the motivational needs of the employees.
5. How much influence do leaders have on learning and innovation in organizations?

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#### SECTION - B

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1. What are the similarities between charismatic and transformational leadership? How are the two types of leadership different from each other?
2.
  - a). In what type of situation is a charismatic leader most likely to be beneficial for a team?
  - b). what is the dark side of charismatic leadership? What problems are charismatic leaders likely to create for an organization?
3. What conditions in an organization enhance leadership development?
4. Write short notes on – a. Self leadership b. Transactional leadership.
5. In a situation, the leader makes a decision and announces it and the subordinates have to comply with it. In case of non compliance, the consequence can be severe for the subordinates. Which style of leadership is demonstrated in this situation? Discuss some essential Characteristics of this style.

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## SECTION - C

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1. Taking few examples, highlight some essential characteristics of successful leaders.
2. Write short notes on -
  - a. E-leadership
  - b. Ethical leadership
3. Explain the path - goal theory. Discuss some limitations too.
4. If you were a manager how would you assess a situation in terms of Fielder's three contingency variables?
5. Explain and compare the various contingency theory of leadership.

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## CASE STUDY - 1

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Paul is the production manager for Echo electronics, a small company that makes and distributes communications equipment. Paul's direct subordinates are the supervisor's of the four production departments in the company's manufacturing plant. Six months ago, the engineering manager at Echo Electronics proposed a plan to install new computerized workstations to increase productivity in the plant. It seemed to be a good idea to Paul, and he welcomed the change. The CEO also approved the plan, and the new equipment was installed immediately.

Three months later Paul was surprised and disappointed to find that the expected increase in productivity did not occur. In fact productivity and quality actually decreased. The marketing manager told Paul that several of their best customers complained about receiving echo equipment that was defective. Paul does not believe that there is anything wrong with the new workstations. Technicians from the firm that built the workstations recently checked them and found that they were operating properly. Paul talked to someone at another company that uses the workstations, and his contact reported that they were having great success with them.

When Paul discussed the problem with his four production supervisors, he found that they share his concern but did not agree among themselves about the cause of the problem. Reasons given for the decline in performance included poor design of the workstations, inadequate training of the production workers who operate them, and lack of financial incentives for increasing productivity. The supervisors also told Paul that the production workers have strong feelings about the workstations. Morale has declined, and two employees quit because they were upset about the changes made in the way the work is done.

This morning Paul received a phone call from the CEO, who just received the production figures for the last month and was calling to express concern about them. The CEO indicated that the problem was Paul's to solve, but he must take immediate steps to deal with it. The CEO wants to know by next week what steps Paul will take to reverse the decline in productivity and product quality.

### Questions:

- Q 1 what actions could Paul have taken to prevent the problem?
- Q 2 what steps should Paul take now to deal with the problem?
- Q 3 Analyze and discuss leadership behaviors observed in this case.

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## CASE STUDY - 2

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**Shashi** is the vice president for human resources at National products, a manufacturing company with 500 employees. The company has an opening for general manager in one of its product divisions, and the president asked Shashi to review the backgrounds of three department managers who are interested in being promoted to this position. She is expected either to recommend one of the three internal candidates or to begin recruitment of external candidates. The internal candidates are Chetan, Mohit and Rahul. The following information about each candidate was obtained from performance records, interviews with the candidates, and discussions with the boss of each candidate.

### **Chetan**

Chetan has been the production manager for past eight years. He is a very easygoing person who loves to swap jokes and tell stories. Chetan stresses the importance of cooperation and teamwork. He is uncomfortable with conflict, and he tries to smooth it over quickly or find an acceptable compromise.

Before becoming a manager, Chetan was always willing to take on extra assignment for his boss and to provide helpful advice to less experienced co workers in his department. Chetan is proud of his reputation as a “good team player” and a loyal “company man”. It is very important to Chetan to be liked and appreciated by people in the organization.

Chetan comes from a cultural background emphasizing the importance of close family ties. He hold frequent Sunday dinners and on Saturdays he likes to play golf with friends, including some of the other managers in the company.

Chetan wants his department to have good performance record, but he is reluctant to jeopardize relations with subordinates by pushing them to improve their performance beyond current levels, which he believes are adequate. When Chetan gives outperformance bonuses to subordinates, he usually tries to give something to everyone.

### **Mohit**

Mohit has been the manager of an engineering department for three years. He was promoted to that position because he was the best design engineer in the company and was ambitious to further his career by going into management. At the time, Mohit had little understanding of what the job would be like, but he saw it as both an opportunity and a challenge.

Mohit grew up somewhat of a loner. He stills feels awkward around people he doesn't know well, and he dislikes social functions such as cocktail parties and company picnics. As a design engineer, Mohit preferred assignments where he could work alone rather than team projects. He is impatient with bureaucratic authority figures and he is critical of corporate policies that he regards as too restrictive. Mohit gets along well with his present boss, because he is left alone to run his engineering group in his own way.

Mohit likes challenging assignments, and he tries to save the most difficult and interesting design projects for himself. Although Mohit usually performs these tasks effectively, his preoccupation with them sometimes takes time away from some of his managerial responsibilities, such as developing subordinate.

### **Rahul**

Rahul has been a corporate marketing manager for five years. He grew up in a poor working class neighborhood where he learned to be tough in order to survive. He has worked hard to get where he is, but for Rahul, good performance has been a way to get a head rather than something he enjoys for his own sake.

Rahul lives in large house with big swimming pool in the best part of town, and he likes to throw big parties at home. He wears expensive clothes and drives a luxury, and he belongs to best country club. Rahul is married, but fancies himself as quite a playboy and has had many affairs, including some with female employees.

Rahul views the organization as apolitical jungle, and he is quick to defend himself against any threats to his reputation, authority, or position. He tries to undermine, isolate or discredit anybody who criticizes or opposes him. He keeps a very tight control over the operations of his department and he insists that subordinates check with him before taking any action that is not routine.

**Questions:**

Q 1 What are the dominate motives for each candidate?

Q 2 What are the implications of these traits for the success of each candidate if selected for the general manager position?

Q 3 Should Sakshi recommend one of these candidates for the position, or look for other candidates?