School of Business
Bachelor of Business Administration
Summer Term / Back paper Examination
July-August 2024

Duration : 180 Minutes
Max Marks : 100

Sem V - D1UA513T - Managing Leadership

General Instructions
Answer to the specific question asked
Draw neat, labelled diagrams wherever necessary
Approved data hand books are allowed subject to verification by the Invigilator

1) Outline the three approaches to leadership. K1 (2)

2) Explain the influence of culture on leadership styles. K2 (4)

3) Outline the role of team building activities for preparing a gourmet lead to enhanced team work back on the job. K2 (6)

4) GlobalTech Solutions is a renowned multinational IT corporation with operations spanning across North America, Europe, Asia, and Africa. The company has earned its reputation through cutting-edge technological innovations and a diverse workforce. However, the organization faces intriguing cross-cultural management and leadership challenges owing to its expansive global presence. GlobalTech's leadership team comprises executives from different cultural backgrounds, including the United States, India, China, and Germany. The company's recent expansion into new markets has triggered complex leadership dynamics, compounded by differing communication styles, decision-making approaches, and work expectations Identify & propose effective approaches that GlobalTech Solutions could adopt to tackle the challenges of cross-cultural leadership and management. K3 (9)

5) Critics of Dell computer claim that the company is not innovative, even calling the Dell the Walmart of technology companies. Identify in what ways Dell is innovative , or not innovative. K3 (9)

6) You have recently been promoted to the position of president of the division from your current role as VP of accounting and finance. Many people thought that the VP of sales and marketing would get the position, but you and he had always been friendly, and you thought that things would go smoothly. After about six months in the new position, you notice that he has been fighting you in small and subtle ways. You recognize his value, so you decide to let things play out and even mention other possibilities for promotion within the organization that he could apply for and that you would be supportive. After 11 months, things have not improved, and you are considering letting your colleague go. You are hesitant, however, because your organization needs a strong sales and marketing department. Evaluate the above situation and suggest the course of action. If this power struggle continues, how do you think it will affect the larger organization?

K5 (10)

7) You have recently become the chief operating officer (COO) of a telecommunications company. You are very keen to improve the diversity of your workforce; however, a master plan has to be developed to pursue this goal so as to have support from other groups in the organization. Until now, your organization has been very selective in terms of employing people. The previous COO was generally reluctant to employ women and people belonging to certain minority groups as he felt that they would not be able to adjust in the company. As a result, very few women and employees from minority groups occupy top or middle management level positions in the organization.
Questions:
a. Examine the problems and causes of these problems.
b. List potential solutions for each problem.

K4 (12)

8) Recommend the essential requirements for organisational leaders in terms of thier self management abilities.

K5 (15)

9) Criticize the three situational determinants in Fiedler's leadership theory that allow a leader to determine the favorableness or unfavorableness of a situation for leading. Give a specific example of how each of these determinants would work in a specific business situation of your choosing

K5 (15)

10) Discuss and compare in detail the two different leadership styles: transactional and transformational leadership , highlighting their key characteristics, primary focuses, and the potential impact each style can have on organizational culture and performance? Please use concrete examples or case studies to illustrate your points."

K6 (18)