

School of Business**Master of Business Administration MBA Dual Specialization
Semester End Examination - Jul 2024**

Duration : 180 Minutes
Max Marks : 100

Sem IV - MBHR6005 - Leadership and Team BuildingGeneral 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) "Creative thinking enables leaders to contribute novel insights that can open up new opportunities or alternatives" Identify the major ways of creativity building in organisations these days. K3(6)
- 2) Creativity is often referred to as a numbers game, because the more ideas you try, the greater the probability of finding one that works. A notable way of collecting fresh ideas is for employees to furnish them to a company database so that when somebody needs a fresh idea it can be accessed through a company search engine. K4(8)
 - Q.1 Explain the Pet Peeve technique for creativity enhancing and problem solving .
 - Q2. Explain the role Pet Peeve technique can play in continuously improving the service to external and internal customers.
- 3) Read the paragraph below and answer the questions below it : K4(8)

When Yahoo named Marissa Mayer as its new president and CEO in 2012, many people, including industry experts, thought she would turn the struggling company around. Instead, her tenure only lasted five years. One of the most significant factors leading to her downfall was the conflict she generated at Yahoo. For example, Mayer ended a work-from-home program that many employees loved. Her micromanaging tactics left team members with frayed nerves. Talented workers left for greener pastures. By the time of her resignation in 2017, tensions in the company were high, conflict was common, and Yahoo saw little success as a result. The story of Marissa Mayer shows that when there's conflict in the workplace, businesses struggle. Conflict leads to an unsustainable and even toxic work environment. According to a CPP Global Inc. report, U.S.-based employees become involved in conflict almost three hours every week. This results in a loss of productivity and a higher likelihood of employees quitting. The report also shows that 60 percent of employees received no conflict management training to help them deal with the issues they may encounter.

Q1. Analyse what went wrong in Marissa Mayer's case due to which

Yahoo had to suffer.(4M)

Q2. Analyse the conflict resolution skills leaders need to promote a positive team culture and environment where people enjoy working. (4M)

- 4) Job shadowing is a fantastic way to gain real-world experience in a career field . It's essentially an on-the-job learning experience where you follow a professional around and observe them in their day-to-day work. Analyse how job shadowing can help in leader development? K4(4)
- 5) Read the paragraph below and answer the questions below it : K3(9)
- Illustrating the power of collective wisdom, numerous examples from various sectors have shown how this principle can be successfully applied to effect tangible change by leaders. Whether it's in tackling environmental issues, spearheading social reforms, or driving technological innovations, the collaborative efforts of diverse groups have consistently led to outcomes that far exceed those achievable by individuals acting in isolation. These instances serve not only as a testament to the efficacy of collective wisdom but also as inspiration for leaders aiming to leverage this approach in their endeavours. Maximising the benefit of collective wisdom in leadership requires an intentional effort to create spaces where diverse voices are heard and valued. It calls for leaders who are not just visionaries but also facilitators of dialogue, capable of weaving together disparate threads of thought into a cohesive and actionable strategy. By fostering an environment where collaboration thrives, leaders can unlock the full potential of their teams, guiding them towards solutions that are as innovative as they are impactful. The exploration of the power of collective wisdom reveals a fundamental truth: when individuals come together, united by a common purpose and enriched by diverse perspectives, the possibilities are limitless. As we delve deeper into the mechanics of this phenomenon and witness its application in various contexts, it becomes clear that the path to overcoming today's most pressing challenges lies in our ability to harness the collective insights of leaders from all walks of life. In doing so, we not only amplify our problem-solving capabilities but also reaffirm our commitment to a more inclusive, equitable, and sustainable future. By unlock the immense potential of collective wisdom and transforming this vast reservoir of knowledge into a readily accessible resource , empowering employees, fostering innovation, and propelling the organization towards sustainable success, leaders play a crucial role in fostering collective wisdom
- Q.1 Identify the leader's actions that can help in building and utilizing the collective wisdom ? (4M)
- Q 2. Identify the role of knowledge sharing programs in enhancing the collective wisdom in organisations ? (5M)
- 6) Entrepreneurial leadership is a mindset that emphasizes the strategic management of risk and dynamic, changing systems. Entrepreneurial leaders look for new opportunities and ways to innovate as individuals and as part of a team. These qualities often contrast with traditional leadership methodologies that emphasize following processes and procedures in an orderly, predictable way K5(10)

- to minimize risk. Evaluate the major characteristics of Entrepreneurial leadership
- 7) Narcissistic leadership is a leadership style in which the leader is only interested in themselves. Their priority is themselves – at the expense of their people/group members. Evaluate the pros and cons of Narcissistic leadership style. K5(10)
- 8) Read the paragraph below and answer the questions below it : K5(15)
- Teams that combine the right talent, technology and processes can majorly impact an organization’s revenue (subscription required). This is especially true in markets with significant competition where customers can access numerous choices and competitive offerings. Here are two areas where high-performing teams make a big impact. Productivity and efficiency get impacted . High-performing teams are more productive and efficient, leading to increased output with fewer resources. A recent McKinsey Research article highlights how the use of AI by high-output teams has been instrumental in revenue growth. When teams are firing on all cylinders and using technology effectively, their enhanced productivity significantly bolsters the organization's overall health. Innovation and adaptability is also impacted . High-performing teams embrace innovation and adaptability—two key principles the Deloitte 2023 Global Human Capital Trends report found were indicators of both short- and long-term success. A team’s ability to challenge conventional boundaries and experiment with new approaches allows them to capitalize on emerging opportunities in dynamic industries. A Recipe For Building A Stellar Team can happen through
1. Cultivate a culture of trust and psychological safety.
 2. Set clear goals and expectations.Utilize SMART (specific, measurable, achievable, relevant, time-bound) criteria to set motivating and achievable goals. Team members who understand their roles—and how their work contributes to achieving these goals—can be counted on to succeed.
 3. Invest in team development and skills enhancement.
 4. Recognize and celebrate achievements.One of the most effective ways to show appreciation and build team morale is by recognizing and celebrating individual and collective achievements. Acknowledge your team members' hard work and dedication privately and publicly—and make it intentional.
- Q.1 ‘With the right strategies and unwavering commitment, executive leaders have the potential to unleash their teams' full capabilities, propelling their organizations beyond simply meeting goals and instead exceeding them’, evaluate the given statement in the light of above paragraph”.(10M)
- Q.2 By giving illustrations from corporate world , determine how recognition and celebration of achievements can build team morale in companies.(5M)
- 9) IBM decided that the right kind of leadership development is in which employees with high leadership potential are discovered early in their careers, all leaders are developed to create alignment with strategic goals, and development is ongoing .The focus of leadership development changed from developing and managing K6(18)

products to customizing the leadership development process so that each leader developed the skills and behaviors IBM identified as the ones exceptional leaders possessed and needed to succeed. For leading into the future and to identify the skills and behaviors, IBM turned to data and data analytics. Rigorous research led to the development of a set of 11 key skills and behaviors, based on IBM's processes and needs, that are used as benchmarks to keep leadership development on track. The IBM Transformational Leadership Framework (TLF) customizes the leadership development process for potential and existing leaders. The dynamic and fluid process develops managers and executives who are agile and collaborative, and ready to lead into the future. The TLF is a unique leadership development program that delivers employee training designed to develop the 11 skills and behaviors of exceptional leaders. The company developed an open, single-point-of-access portal that all employees can access. Program content includes activities that train employees to manage in dynamic situations that include rapid project turnarounds, increasing cultural diversity in the workplace, cross border partnerships, and of course, near constant competitive changes. The system delivers feedback so participants can measure results against the desired skills and behaviors, helping people evolve as leaders. The two exceptional characteristics of this system is that it customizes training based on what each employee needs, recognizing people have strengths and weaknesses, and the skills and behaviors can be changed in response to business environment changes. IBM is trying for achieving results with design thinking. The critical change in focus was from managing products to managing toward outcomes.

Q1. Discuss the utility of the strategy of IBM which believes that for leadership development it is better to discover the employees with high leadership potential early in their careers. Q2. Discuss the advantages of customizing training based on each employee needs.

- 10) Yukl (2012) focused on leader behaviors with regard to employee performance and developed a hierarchical taxonomy with four categories, that is, task-oriented, relations-oriented, change-oriented, and external. An earlier version of this model (Yukl, 2002) was tested with a series of meta-analytic structural equation models, which showed that multiple leadership behaviors (i.e. transformational, transactional, consideration, initiating structure, and laissez-faire leadership) can indeed be explained by three meta-categories of leadership, that is, relation-, task-, and change-oriented (Borgmann et al., 2016).

K6(12)

Q1. Discuss the impact of leader behaviour categories on employee engagement in the light of above paragraph.(6 marks)

Q2. Discuss the difference between task-oriented and relations-oriented leadership style .(6 marks)