Code No: MB1634/R16

MBA III Semester Supplementary Examinations, March-2021

LEADERSHIP MANAGEMENT

Time: 3 Hours   Max. Marks: 60

*Answer Any **FIVE** Questions*
All Questions Carry Equal Marks
Question No. 8 is Compulsory

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1. a Define and mention the components of Organisational Leadership.   6M

   b Describe the factors influencing Leadership.   6M

2. a What is Leadership Motivation?   3M
   b Discuss the theories of Motivation.   9M

3. a What do you mean by Continuous Learning?   3M
   b Explain important principles of learning for effective leadership.   9M

4. a What is the significance of Strategic Leadership?   4M
   b How a leader can develop self-esteem and balance emotions of himself and his   8M
      followers?

5. a Define and discuss the importance of Cross Culture in an organization.   5M
   b Write a detailed note on GLOBE research programme of Wharton School.   7M

6. a Distinguish between Positive and Negative Leadership.   6M
   b Describe the effective leadership vision for organization building.   6M

7. a Discuss the relationship between organizational leadership and creativity.   5M
   b How do you develop creativity among leaders in an organization?   7M

8. **CASE STUDY:** 12M

Joyce Haynes, just graduated from college, joined her father, Dudley Haynes, president of Haynes fashion stores, incorporated a chain of thirty women's apparel stores in the New England area. The company has been founded by Ms. Haynes' grandfather over 50 years ago. With her grandfather's and for the past 20 years, her father's drive and knowledge of women's fashion and of how to buy and sell them, the company had developed from a single store in Hartford, Connecticut to a fairly large and highly profitable chain stores. Dudley Haynes was much like his father had been. He knew what he was doing and how to do it and he prided himself on being able to keep his hands-on details in buying, advertising, as well as his top vice presidents and headquarters staff people, met with the president each 2 weeks in Hartford. Between these meetings, Mr. Haynes spent 2 or 3 days each week visiting the stores and working with stores and working with store managers.

But his major worries were communication and motivation. He felt that, at the conferences he held, all his managers and staff people listened carefully. But judging from what they did, he began to wonder whether they heard him or whether they had listened carefully. The result that many of his policies were not being strictly followed in the stores; he often had to rewrite advertising copy in some of the stores; the employees had joined the clerk's union; and increasingly heard of things he did not like. Among them were reports that many of his employees and even some of his managers felt that they did not know what the Haynes company was trying to do and believed they could do better if they had a chance to communicate with Mc. Haynes and his headquarters and in the stores, as well as most of the store clerks, were merely doing their jobs without showing any real imagination or drive. He was also concerned that some of his best people had quit and taken positions with a competitor.

When his daughter walked into his office to take a position as his special assistant, he said "Joyce, I am worried about how things are going. Apparently, my two problems are communication and motivation. Now I know that you took some courses in management in school. I have heard you talk of the problems, barriers and techniques of communication".

I have heard from you about some fellows-Maslow, Herzberg, Vroom, McClelland, and others who you thought, knew a great deal about motivation. While I doubt that these psychology types knew much about business people-primarily money, good bosses, and a good place to work-I wonder if you have earned anything that will help me. I hope so, for that college education of yours has cost me a lot of money.

Questions:
i.   Is there a leadership problem? If yes how do you resolve it?
ii. How would you go about analyzing the communication problems and what problems do you see already from the case?