

**Code No: MB1634/R16**

**MBA III Semester Supplementary Examinations, March-2022**

**LEADERSHIP MANAGEMENT**

**Time: 3 Hours**

**Max. Marks: 60**

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

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| 1. a | Depict Components and evaluation of leadership.                                     | 6M |
| b    | Portray Transactional and Visionary Leadership.                                     | 6M |
| 2. a | Explicate Maslow's, Herzberg Theories.  | 6M |
| b    | Elucidate Similarities and Distinctions of Need Hierarchy and Two Factors theories. | 6M |
| 3. a | Explain significance of goals for leaders.  | 6M |
| b    | Explicate Tools for developing dreams for effective leadership dreams.              | 6M |
| 4. a | Depict Circle of influence and circle of concern.                                   | 6M |
| b    | Portray Tools of edification.   | 6M |
| 5. a | Expound Leadership and Corporate Social Responsibility across globe.                | 6M |
| b    | Elucidate Divergence European leadership and Leadership in Arab countries.          | 6M |
| 6. a | Illustrate Fiedler Contingency Model, Path Goal and Normative Models.               | 6M |
| b    | Expound Emerging Challenges in Motivating Employees.                                | 6M |
| 7. a | Depict Leadership for Organizational Building.                                      | 6M |
| b    | Portray Dimensions of organizational Cultural.                                      | 6M |

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### 8. CASE STUDY

Mr. Murthy considered himself fortunate to be chosen as team leader for one of the newly formed work teams in the insurance division of the financial services firm where he worked. The purpose of forming teams was to improve customer service. Each team now had the authority to issue insurance policies and settle claims, within limits, for specific geographic regions. Before the division was organized into teams, separate departments existed for sales, administration, underwriting, and claims. Although the company was profitable, it received too many criticisms about poor service. Customers complained that it took too long to settle claims. Company sales representatives contended that the underwriting department took too long to approve and issue policies.

One of the Murthy's early initiatives was to call frequent team meetings to discuss meetings to discuss how service was going to be improved. He emphasized to the group that the company had moved into the modern era and that teams were empowered to look for ways to improve efficiency. Mr. Murthy also emphasized that each team member had more responsibility than under the previous structure. Each team member would be doing some sales administration, some underwriting, and some claims work.

Mr. Swaroop, a team member, commented during one of Murthy's meetings: "Just think of it, three jobs in one and being paid just the same as before." At the same meeting, another team member asked, "What so special about calling us a team? I had a nice job in the underwriting department before these teams were formed. I enjoyed that work. Now my job is more confusing". Mr. Murthy replied. "The company decided this way was the way to go. Trust me everything will work out fine in the end. Just go along with the team idea for now".

Four months after the work teams were formed, Murthy's boss, Dr. Murali, met with him to discuss progress. Wong told Murthy, "Your team isn't making as much progress as I would like. Policies are not being issued any faster. Customer complaints about slow claims settlements are at the same level as before we converted into teams. The other teams are making more progress. Does your team have a problem?"

"Yes, we have a problem," said Murthy. "Everyone comes to work just as in the days before teams. They do most of their work alone, but they get together when needed. It just seems to be business as usual. So far, the idea of being a high-producing team hasn't caught on."

"Are you being an effective team leader?" asked Wong. "I think I am," said Murthy. "I do everything I'm supposed to. I hold meetings. I take care of the paperwork and email. I try to settle problems. I say thank you when somebody does a good job." "I'll be back with you in three months to discuss your team's progress. I want to see improved results in terms of better customer service."

### QUESTIONS

- i. What can Mr. Murthy do to influence his team to perform better?
- ii. Which influence tactics (if any) is Mr. Murthy using to achieve better results with his team?
- iii. Based on whatever information you have found in the case, how would you rate Mr. Murthy's charisma?

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