

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –III-EXAMINATION – SUMMER-2022

Subject Code: 1539406**Date: 18-07-2022****Subject Name: Entrepreneurial Leadership****Time: 02:30 PM TO 04:30 PM****Total Marks: 50****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q.1 Define the following terms: **8**
(a) Leadership Traits
(b) Supportive Leadership
(c) Level 5 Leadership
(d) Transactional Leaders

Q.2 (a) Discuss the pre-requisites of Organizational Leaders **07**
(b) Point out various contributors to the effectiveness of leaders. How do this help to achieve the stated or self-decided goals? **07**

OR

(b) Identify an organizational leader who has significantly contributed to the company he or she is working for. Mention some of his/her qualities. **07**

Q.3 (a) Compare and contrast Transformational and Charismatic Leadership styles. **07**
(b) “Value-based leaders do not use authority or exercise power with their people”. Can leaders be successful without using power? How do they succeed keeping power aside? Comment based on your understanding. **07**

OR

Q.3 (a) How does a leader distinguish himself/herself from an administrator or a manager? Narrate your answer citing five dimensions. **07**
(b) Identify the skills and traits essentially required by a transformational leader in an information technology company. **07**

Q.4 (a) Briefly explain all the levels of a Level 5 Leadership. **07**
(b) Name the various mechanisms used by organizations for Leadership Development. How do you conceive the mechanism “experiential learning?” **07**

OR

Q.4 Mr. Ganguly, an excellent entrepreneur discussed the issues regarding his business with one of his friends. His friend, a professional, advised him to consult an HR consultant Mr. Singh who was also a reputed leadership expert. **14**

Mr. Singh and Mr. Ganguly had a series of discussions and came up with an action plan. A tailor-made training programs for MC was designed and developed. Various probable outcomes were discussed, and a contract was finalized. The series of sessions were customized for all the four major centres where MC had substantial man power and business. This 12-day training program was conducted in batches with minimal disruption to the work schedules of MC: sometimes sessions were conducted in the mornings or in the evenings just after the day's work was over. Sometimes these sessions were held during breaks and spread over the weekend also. The course coverage included customer orientation modules, interpersonal relations sensitization modules, communication skills and stress management. The need for coordination with peers and subordinates, honouring their viewpoints, and learning from experience were an essential part of the supervisory-level training. Management games emphasizing on these areas along with some leadership cases made the training sessions more effective. Most of the knowledge sharing sessions were informal. Participants freely shared their problems and subsequent sessions tried to incorporate some of the suggestions as well.

Mr. Ganguly made it a point to attend all the sessions. The first programme was organized in Mumbai. It was initially decided that the second programme would be organized after about 6 months. The deliberations in the first programme appeared extremely convincing and Mr. Ganguly decided to organize the second program in Ahmedabad at the earliest. A separate training programme for the lower level of employees was also designed. This time also he attended the sessions and addressed the participants to further elucidate the knowledge transferred by Mr. Singh.

The vision and leadership abilities of Mr. Ganguly gradually started to become evident and his contributions to the training sessions were full of insights. In one instance, Mr. Singh jokingly asked Mr. Ganguly if he had decided to terminate Mr. Singh in the third training programme at Chennai. Mr. Ganguly laughing responded that the problems at Chennai were huge and asked Mr. Singh to continue.

The outcomes of this training endeavour their immensely useful for Mr. Ganguly and Mr. Singh to deliberate further. The data generated clearly showed the areas that need urgent attention and the long term action plan was devised.

Questions:

- 1) Do you think Mr. Ganguly was a leader? Explain.
- 2) Identify and elaborate the aspects that might have motivated Mr. Ganguly to hire the HR expert.
