

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER –IV-EXAMINATION – SUMMER-2022**

**Subject Code: 1549331****Date: 14-07-2022****Subject Name: Global Leadership****Time: 10:30 AM TO 01:30 PM****Total Marks: 70****Instructions:**

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

- Q-1** Answer the following: **14**
- (a) Ethics
  - (b) Traits
  - (c) Coaching
  - (d) Conflict
  - (e) Referent Power
  - (f) Succession Planning
  - (g) Motivation.
- Q-2** (a) In today world Team leadership has gained prominence. Validate the statement detailing the concept of team leadership and self-managed team. **07**
- (b) Differentiate between transformational and Charismatic Leadership styles by citing industry relevant examples. **07**
- OR**
- (b) Conflict are inevitable in the organization. Discuss the importance of conflict skills for leader and also list different ways for resolving the conflict. **07**
- Q-3** (a) Leader is not a leader without a follower. Discuss in detail the role follower plays in organization and in depth explain leader member exchange theory **07**
- (b) Strategic leadership is a need of an hour. Detail the concept of strategic leadership by citing example from the corporate world. **07**
- OR**
- Q-3** (a) Ethics leadership is a way ahead. Discuss the importance of ethical leadership in the organization. And give brief about whom you think is an ethical corporate leader. **07**
- (b) Differentiate between politics and power. Also discuss in detail the various political strategies used in the organization. **07**
- Q-4** (a) Discuss in short, the competencies and role played by the global leaders. **07**
- (b) India has concept of celebrity CEO. Discuss the same by underpinning the importance of CEO in the organization and also highlight certain factors which should be taken into consideration before selection of CEO. **07**
- OR**
- Q-4** (a) Briefly detail the concept of Zeitgeist Leadership and shortly discuss the 5-leadership application taking example of MNC. **07**
- (b) Discuss in short behavioral theories of leadership. **07**

**Case:** Mr. Steve AGM - Materials, is fuming and fretting and bumped into Ahuja G.M - Materials, threw the resignation letter on his table, shouted and walked out of the room swiftly. Steve has reason for his sudden outburst. He has been driven to the wall. Perhaps, details of the story will tell the reasons for Steve bile and why he put in his papers, barely four months after he took up his present assignment. The year was 2010 when Steve quit the prestigious Steel plant at London. As a manager material, Steve enjoyed powers. He could even place an order for materials worth Rs 25 lakh. He needed nobody's prior approval. Steve joined a pulp-making plant located at Harihar in Kanataka, as AGM Materials. The plant is a part of the multi-product and multiplant-conglomerate owned by a prestigious business house in India because the company wanted to imitate the culture there to Indian plant. Obviously, perks, designation, and reputation of the conglomerate lured Steve away from the comfort of staying in the home country. When he joined the eucalyptus pulp making company, little did Steve realize that he needed prior approval to place an order for materials worth Rs 12 lakh. He had presumed that he had the authority to place an order by himself worth half the amount of what he used to do at the mega steel maker.

He placed the order, materials arrived, were received, accepted, and used up in the plant. Trouble started when the bill for Rs 12 lakh came from the vendor. The accounts department withheld payment because the bill was not endorsed by G.M.-Ahuja. Ahuja refused to sign on the bill as his approval was not taken by Steve before placing the order. Steve felt fumigated and cheated. A brief encounter with Ahuja only aggravated the problem. Steve was curtly told that he should have known company rules before venturing, as he cannot run the Indian operation in the way London plant is operating. He has not paid a higher salary to do mistakes like this which could cause company huge losses.

- (a) Discuss in detail the culture of this company ..
- (b) Do you think it was wrong on Steve part to do so. Justify your answer by giving relevant reasons for the same

**OR**

- (a) Discuss the concept of insider vs outsider CEO with respect to this case.
- (b) What would be your stand if you would have been in place of Mr. Ahuja .Give enough reasons for the justification of your answer.