

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER -III– EXAMINATION – WINTER 2021

Subject Code: 1539406**Date: 25-02-2022****Subject Name: Entrepreneurial Leadership****Time:10:30 AM TO 12:30 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 terms: 08**
- (a) Entrepreneurial Leader
 - (b) Learning Organization
 - (c) Creativity
 - (d) Team
- Q.2 (a) Define Leadership. Explain the relevance and importance of leadership in the current context of changing and turbulent environment. 07**
- (b) Discuss Fiedler's Contingency Model in detail 07**
- OR**
- (b) Discuss various factors affecting organizational structure and design? 07**
- Q.3 (a) What is mean by Crisis leadership? Discuss the elements of leadership in a learning organization. 07**
- (b) Leadership plays an important role in team building and working with others – examine this with characteristics of Entrepreneurial Leader. 07**
- OR**
- Q.3 (a) Ethics and Leadership intersect at a number of junctures – Justify this statement keeping in mind ethical implications in Leadership 07**
- (b) Discuss the challenges faced by leader working in a virtual mode. 07**

Pepsico's three primary lines of business with five brands are snack foods (Frito-Lay – its largest units), beverages (Pepsi, Tropicana, Gatorade), and Quaker foods (such as Quaker Oats cereals, Quaker Rice cakes, Chewy Granola Bars, Rice-A-Roni, and its Aunt Jemima brand). PepsiCo is a \$60 billion company getting 50 percent of its revenues from overseas, and it commands about 40 percent of the global market in salty snacks. PepsiCo ranks in the top 50 on the Fortune500 list and is number 1 in the Food and consumer product category, and it is in the top 175 of the fortune Global 500 (Coca-Cola is #70 and #404). It was ranked 26th on the Fortune world's most Admired Companies list.

Indra K. Nooyi is Chairman and Chief Executive Officer of Pepsico, and according to Fortune, Nooyi is ranked as the most powerful women in business five year running, with an annual pay of more than \$14.2 million. She is also ranked sixth on the Forbes world's 100 most Powerful Women. Beginning in the mid-1990s, Nooyi was the chief Strategist that dramatically reshaped PepsiCo. The company got out of the restaurant business by selling Pizza Hut, Taco Bell, and KFC in 1997. It got into the juice business by buying the world's largest brand juice producer Tropicana in 1998. PepsiCo entered the sports drink business in 2001 by acquiring the best seller Gatorade, through the purchase of its maker Quaker Oats, Which also gave Pepsico a line of cereal and other food products. PepsiCo also acquired Izzie sparkling juice drinks in 2006 and Naked juice smoothies and other fruit drinks in 2007. PepsiCo also joint venture with partners, including Lipton (ice teas) and Starbucks (frappuccino). Nooyi acquired PepsiCo's two largest bottlers in 2010 to save an estimated \$400 million a year.

Nooyi is a different kind of CEO. She says her approach boils down to balancing the profit motive with making healthier snacks (in a speech to the food industry, she pushed the group to tackle obesity), striving for net zero impact on the environment, and taking care of your workforce. She was one of the first executive to realize that the health and green movements were not just fads, and she demanded true innovation. PepsiCo is gradually shifting its percentage of "better for you" and "good for you" snacks and widening its product portfolio with whole grains, nuts, and fruits. The company was one of the first to invest in green capital expenditure for water-and heat-related conservation project for sustainability. Her mottos "Growth Through Innovation" and "Performance with Purpose", are both a means of herding the organization and of presenting PepsiCo globally. Every two weeks she sends emails to 285,000 staffers about what's on her mind. So far Nooyi has been a great success at PepsiCo, but cola wars, higher energy costs, and rising ingredient cost will test her leadership.

- (a) What does climbing the corporate ladder to CEO of PepsiCo have to do with contingency leadership? **07**
- (b) What do colleagues say about Indra Nooyi's leadership – is it task or relationship, does she have any future career plans? **07**

OR

- Q.4** (a) What life, education, and job experiences qualified Indra Nooyi for her job as CEO? **07**
- (b) Give your comment about traits of Indra Nooyi as a successful leader and her leadership style **07**
