

June 2016

Bachelor of Business Administration (BBA) Examination

VI Semester

## Leadership Skills and Change Management

Time 3 Hours]

[Max. Marks 80

**Note : Attempt any four questions from Section A. Each question of Section A carries 15 marks. Section B is compulsory and carries 20 marks. Draw appropriate models where applicable. Write in a legible hand, it shall be appreciated.**

### Section A

1. How does a leader differ from a manager? What would be several practical problems stemming from the idea that the leader creates a vision, whereas the manager implements it?
2. How does the behaviour theory of leadership differ from the Trait Theory of Leadership? Which theory is more applicable in a democratic society and why?
3. Compare various styles of leadership. Under what situations would each style be effective? Give examples.
4. "Change does not occur in vacuum. There are number of factors operating both within and outside the organisation which cause the change to take place." Discuss the relevance of this statement in light of the forces impacting the change.
5. How important is the leadership role in the process of group decision making? Should the leader be more task oriented or maintenance-oriented? Give reasons for your answer.
6. Write short notes on any two of the following :
  - (a) Traits of an effective leader.
  - (b) The leadership continuum.
  - (c) Development through self-awareness and self-discipline.
  - (d) Role of a change agent.

### Section B

7. Read the case and/answer the questions given at the end :

#### **MOVING FROM COLLEAGUE TO SUPERVISOR**

Cheryl Kahn, Rob Carstons, and Linda McGee have something in common. They all were promoted within their organizations into management positions. And each found the transition a challenge.

Cheryl Kahn was promoted to director of catering for the Glazier Group of restaurants in New York City. With the promotion, she realized that things

would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee's chronic lateness. She says she found her new role to be daunting. "At first I was like a bulldozer knocking everyone over, and that was not well received. I was saying, 'It's my way or the highway.' And was forgetting that my friends Ware also in transition." She admits that this style alienated just about everyone she worked.

Rob Carstons, a technical manager at IBM in California, talks about the uncertainty he felt after being promoted to being a manager from being a junior programmer. "It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You try to be careful not to offend anyone. It's strange walking into a room and the whole conversation changes. People don't want to be as open with you when you become the boss."

Linda McGee is now president of Medex Insurance Services in Baltimore Maryland. She started as a customer service representative with the company and then leapfrogged over colleagues in a service of promotions. Her fast rise created problems. She says colleagues "would say, 'Oh, here comes the big cheese now.' God only knows what they talked about behind my back."

**Questions :**

1. A lot of new managers err in selecting the right leadership style when they move into management. Why do you think this happens ?
2. What does this say about leadership and leadership training ?
3. Which leadership theories, if any, could help new leaders deal with this type of transition ?
4. Do you think it's easier or harder to be promoted internally into a formal leadership position than to come into it as an outsider ? Explain.

