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Your Roll No.....
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Sr. No. of Question Paper : 5557

Unique Paper Code : 2414000031

Name of the Paper : Leadership Development

Name of the Course : Common Group Paper – Generic Elective

Semester : VI

Duration : 3 Hours

समय : 3 घण्टे

Maximum Marks : 90

पूर्णांक : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.
3. Answers may be written either in English or Hindi; but the same medium should be used throughout the paper.

छात्रों के लिए निर्देश

1. इस प्रश्न-पत्र के मिलते ही ऊपर दिए गए निर्धारित स्थान पर अपना अनुक्रमांक लिखिए।
2. सभी प्रश्नों के उत्तर दीजिए।
3. इस प्रश्न-पत्र का उत्तर अंग्रेजी या हिंदी किसी एक भाषा में दीजिए, लेकिन सभी उत्तरों का माध्यम एक ही होना चाहिए।

1. (a) Define leadership. Explain the significance of leadership in modern organizations. Distinguish between leadership and management. (9)

- (b) Explain the various styles of leadership. Under what circumstances should a leader adopt each style? (9)

OR

- (a) Explain the qualities of an effective leader. How do these qualities help in organizational success? (9)

- (b) Discuss the factors affecting leadership. Why does leadership effectiveness vary from situation to situation? (9)

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2. (a) Explain Trait Theory of leadership. What are its merits and limitations? (9)
- (b) Write a note on Path-Goal Theory of leadership. How does a leader motivate subordinates under this theory? (9)

OR

- (a) Explain the Michigan Studies of leadership. What leadership behaviours were identified in these studies? (9)
- (b) Discuss Blake and Mouton's Managerial Grid Theory. Explain the different leadership styles suggested in the grid. (9)
3. (a) What is Transactional Leadership? Explain its features and limitations in present business conditions. (9)
- (b) Explain the concept of Charismatic Leadership. What qualities make charismatic leaders influential? (9)

OR

- (a) What is Servant Leadership? Explain its importance in building people-centered organizations. (9)
- (b) "Leadership effectiveness depends on leader, followers and situation." Explain this statement with suitable examples. (9)
4. (a) Explain Trompenaars' Cultural Dimensions Theory. How can it help leaders managing global teams? (9)
- (b) Explain Fiedler's Contingency Theory of leadership with suitable examples. (9)

OR

- (a) Explain the relationship between leadership and organizational culture. How does a leader shape culture? (9)
- (b) Discuss the role of collaboration tools and video conferencing in modern leadership. (9)

5. (a) Read the following case carefully and answer the questions given below :

Ratan Tata is widely regarded as a symbol of integrity, vision, and innovation in Indian business. Born on December 28, 1937, he served as the chairman of the Tata Group, a global enterprise with operations in more than 100 countries. His leadership not only expanded the group's global reach but also strengthened its reputation for ethical business conduct.

Coming from the distinguished Tata family, he pursued his studies at Cornell University in Architecture and Structural Engineering, and later attended the Advanced Management Program at Harvard Business School. Despite his privileged background, he began his professional journey on the shop floor of Tata Steel, gaining practical insights into the company's operations from the ground level.

When he took charge of the Tata Group in 1991, the organization was experiencing internal divisions and facing increasing competition from global firms. His progressive ideas were initially met with resistance from senior leaders who were hesitant about structural reforms. His strategy to expand internationally also attracted criticism, especially with major acquisitions like Jaguar Land Rover, which many considered risky. Nevertheless, his strong leadership and strategic vision helped the company navigate difficult times, including the 2008 global financial crisis, and emerge as a prominent multinational corporation.

Under his guidance, the Tata Group acquired renowned global brands such as Tetley and Corus Group, significantly enhancing its global standing. His

ambition to create an affordable car for the masses resulted in the launch of the Tata Nano in 2008. Although the project faced challenges, it demonstrated his innovative thinking and commitment to inclusive growth.

He was known for making bold and unconventional decisions, whether in global expansion or product innovation. At the same time, he placed strong emphasis on corporate social responsibility, with a substantial portion of the group's profits supporting initiatives in education, healthcare, and rural development. He also encouraged a culture of innovation while preserving the group's ethical foundation.

Beyond his corporate achievements, his personal values set him apart. Recognized for his humility and approachable nature, he always prioritized meaningful relationships with employees and stakeholders. Despite his success, he remained grounded and accessible. His ability to overcome challenges with resilience and adaptability makes him a truly inspiring figure—one who serves as a role model not only for aspiring business leaders but for leadership across various spheres of society in India.

Questions :

- (i) Which leadership traits contributed to Ratan Tata being regarded as an exemplary leader?
 - (ii) In what ways can his leadership style be seen as transformational?
- (b) Write short notes on **any two** of the following : (9)
- (i) GLOBE Model
 - (ii) OCTAPACE Culture
 - (iii) Challenges of E-Leadership
 - (iv) Ethical Leadership