

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PGDM Executive (Batch 2016-2017) - IV TRIM

Subject: Leadership Incubator (End Semester examination)

Maximum Marks: 50

Duration: 3 hours

Date: 16/09/2017

Note : Question No 1 is compulsory and carries 20 marks. Answer any three questions from question No 2-7, each of which carries 10 marks.

1.
 - a. What are the competencies a leader needs to have to lead an organization for sustained performance?
 - b. Explain by citing examples from the corporate world, the importance of values and ethics in leadership behaviour.
2. Describe the value of emotional intelligence as a leadership competency. Can emotional intelligence be learned?
3. What are the five components of emotional intelligence according to Daniel Goleman (What makes a leader)? Narrate some examples of leaders who have demonstrated some of the components in your view.
4. Explain the remark “Indeed getting people to do adoptive work is the mark of leadership in a competitive world.” (The work of leadership). What makes it difficult?
5. What are the five principles of ‘getting on the balcony’? How did Colin Marshal transform British Airways from ‘bloody awful’ to ‘the world’s favourite airline’?
6. Describe the level five hierarchy in leadership (‘Level Five Leadership: the triumph of humility and fierce resolve’) with your own examples of leaders followed by you.
7. Illustrate , with examples , the following :
 - a. Stockdale paradox.
 - b. Buildup-Breakthrough-Flywheel.
 - c. The Hedgehog concept.

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