

Trimester: January to March 2024		
Examination: End Term Examination		
Programme code: 01 Programme: MBA	Class: FY	Trimester: III
Name of the Constituent College: K. J. Somaiya Institute of Management		Name of the department/Section/Center: HR
Course Code: 217P01C301	Name of the Course: Leadership Development	

Maximum Marks: 50

Date:

26-03-24

Notes:

1. Answer any 3 Questions from Q1 to Q4
2. Q5 is compulsory

Question No.		Max. Marks
Q1	<p>Sama is a copywriter who is currently being held hostage to some pretty strong emotions. She and her manager, Nitin just reviewed the latest draft of a proposal with their boss. Sama and Nitin during the preparation jointly presented their ideas. At times, Sama had gone beyond her responsibilities and made sure that everything is being covered. Such detailing impressed Nitin. Nitin had asked Sama to join him for the meeting with their boss. Sama was very excited because it's her first time to present before the senior leaders.</p> <p>Just before the meeting, Nitin informed Sama, that they will share the presentation. Nitin will set the context, and Sama will take it forward. However, during the meeting Nitin completely monopolized the presentation and took credit for everything. Sama feels humiliated and angry as her contribution has been downplayed.</p> <p>b) a) <i>Explain with rationale which leadership practice(s) resonates in the above caselet. Give some examples of leaders who have been successful in demonstrating the identified leadership practice(s).</i> (8 marks)</p> <p>a) b) <i>What could Nitin do to motivate Sama? What could organizations proactively do to foster leadership practices?</i> (7 marks)</p>	15 marks

b)		
Q2	<p>Priyal Mehta is a high rising employee of Rising India (a infrastructure company). Priyal has 16+ years of rich experience in legal and compliance team of Swiss and US based MNCs. After finishing her LLB, she pursued management degree because she always dreamt heading the legal department of an MNC.</p> <p>Priyal joined Rising India 5 years back. Soon she developed her expertise in high value litigation, compliance, legal matters, factory and legal commercial risk assessment of all high value Infrastructure Projects. Priyal used to report to Deshmukh who was a veteran and the general counsel for the company.</p> <p>Deshmukh is due for retirement in December 2024 and he has recommended Priyal to be his successor. Deshmukh and the HR head are concerned about her readiness in light of the 360 degree feedback, especially from her peers and subordinates. The feedback and psychometric reports indicate that Priyal has a high need for achievement and is highly task oriented. She believes tasks are more important than relationship and therefore a leader should primarily focus on results. Her nature does not align with the culture and values of the organization that promote trust, collaboration, and people centricity. Deshmukh is wondering on how to of prepare Priyal for the next role.</p> <p>a) <i>What is your view on Priyal's readiness as Deshmukh's successor?</i></p> <p>(5 marks)</p> <p>b) <i>If you were Deshmukh, how would you plan for Priyal's development as your successor? State your assumptions (if any).</i></p> <p style="text-align: right;">(5 Marks)</p> <p>c) <i>As a part of the development planning, which one (coaching or mentoring) will benefit Priyal more? Justify your choice. (5 marks)</i></p>	15 marks
Q3	<p>Santa Clara County is keen on providing community health services to people residing in the county. The government and the public representatives believe that presently the hospitals and clinics are insufficient to support the healthcare needs due to the scale and pricing challenges. It has come up with the PPP model of health care centers.</p> <p>As the newly appointed director of a health care center, established in the PPP model eight months back, you find that the center has struggled to make a significant impact due to limited community</p>	15 marks

	<p>engagement and insufficient funding. The current funding is insufficient to support end-to-end health services.</p> <p>Your vision is to launch a comprehensive health initiative project targeting key issues such as nutrition, exercise, pre-checkups and mental health support. However, to succeed, you need the approval of various stakeholders: the local community, potential donors, and the local government bodies.</p> <p>Though the local government is partially funding these initiatives, it believes that the beneficiaries must also bear some costs so that the project is sustainable in the long run. You are convinced that the community-contribution-based funding model is more effective than fully funded projects. So instead of convincing the government for more funds, you have decided to convince the locals of Santa Clara County to register in the health center and provide minimum contributions.</p> <p>You have initiated talks with the community members, who are also the beneficiaries, but you have received a mixed response from them. While some healthy people have raised concerns regarding regular contributions to this initiative that looked more like an insurance scheme, other older adults have raised concerns related to the quality of care if they agree to the contribution-based funding model. You also find that the caretakers of kids and older adults are keen on understanding further about this project.</p> <p>As the Director of the project, you need to develop a dual strategy to convince the stakeholders of the initiative's value, ensuring widespread support and funding.</p> <p>Questions:</p> <p><i>a). Describe what kind of influence strategies would you use for the community stakeholders that you have interacted with. List out the specific data points that you would use to make your strategies effective.</i></p> <p style="text-align: right;">(7 marks)</p> <p><i>b) What principles of persuasion would be the most effective in the above situation? Justify your answer.</i></p> <p style="text-align: right;">(8 marks)</p>	
Q4	<p>Three months back you joined as an intern at a multinational corporation in their sales & marketing division. Your job requires you to collaborate across several departments and with key external partners to collect information and data on the products and services offered by the company and prepare a sales and marketing report. Your report has the potential to significantly benefit the company but</p>	15 marks

	<p>it requires support from various stakeholders. You have four months to submit the project report.</p> <p>You have realized that the culture of the organization is semi-formal, so it is not a straightforward task. Also, you need to understand the key external partners such as consumers and retailers in detail to learn more about them and their experience with the company.</p> <p>To accomplish this, you need to expand your professional network with internal and external stakeholders.</p> <p>You have started working on the project and have put in your best efforts in the last few weeks. However, during a recent discussion with your manager, he suggested that you should seek feedback from various stakeholders and take stock of what could be improved.</p> <p>Questions:</p> <p><i>a). What are the different types of networks? Explain in detail?</i></p> <p style="text-align: right;"><i>(7 marks)</i></p> <p><i>b) In view of the above caselet, which network(s) would you like to strengthen to effectively perform your role and grow in the organization?</i></p> <p style="text-align: right;"><i>(8 marks)</i></p>	
Q5	<p>Short Notes (Attempt only one)</p> <p>A. Any one leadership theory</p> <p>B. Principles of giving feedback</p>	5 marks