

UNIT-II

11. Explain Blake and Mouton's Managerial grid? Discuss various styles of leadership suggested by managerial grid model with the help of suitable illustrations.
 12. What do you mean by leadership development? Discuss various methods of leadership development. Support your answer with examples.
- ### UNIT-III
13. What do you mean by Transformational leadership? How is it different from transactional leadership? Explain important characteristics pertaining to transformational leadership?
 14. a) Role of leader in organizational change.
b) Define spiritual leadership. Discuss its qualities.
- ### UNIT-IV
15. Define Team. Explain the characteristics of effective team. Also, discuss the strategies for team building with the help of suitable illustrations?
 16. Write note on:
 - a) Define T-groups. Explain the procedure of T-group training.
 - b) Explain the role of Johari Window in developing interpersonal trust.

SECTION-C

17. Case Study:

Marco Hernandez is president of Hernandez & Associates Inc., a full-service advertising agency with clients across North America. The company provides a variety of marketing services to support its diverse group of clients. Whether called on to generate a strategic plan, create interactive Websites, or put together a full blown media campaign, the team at Hernandez & Associates prides itself on creative solutions to its clients' marketing challenges.

The firm was founded in 1990 with an emphasis in the real estate industry. It quickly expanded its client base to include health care, as well as food and consumer products. Like many small firms, the company grew quickly in the "highflying" 1990s, but its administrative costs to obtain and serve businesses also skyrocketed. And, as with many businesses, the agency's business was greatly affected by the terrorist attacks of September 11, 2001, and the economic downturn that followed. Clients' shrinking budgets forced them to scale back their business with Hernandez & Associates, and staff cutbacks meant that clients needed more marketing support services as opposed to full-scale campaigns.

Hernandez & Associates now faced a challenge—to adapt its business to focus on what the clients were asking for. Specifically, clients, with their reduced staffs, were looking for help responding to their customers' requests and looking for ways to make the most of their limited marketing budgets. Its small, cohesive staff of 20 employees needed to make some fast changes.

As president of Hernandez & Associates, Marco Hernandez knew his team was up for the challenge. He had worked hard to create an environment to support a successful team—he recruited people who had solid agency experience, and he consistently communicated the firm's mission to his team. He made sure the team had all the resources it needed to succeed and continually took stock of these resources. He had built his team as he built his business and knew the group would respond to his leadership. But where to start? Getting the team to understand that growth depended on a shift in how it served its clients was not difficult—each of the employees of the small firm had enough contact with the clients that they knew client needs were changing. But making significant changes to the status quo at Hernandez & Associates would be difficult. Group roles had to change—creative folks had to think about how to increase a client's phone inquiries and Web site visits; account people needed a better understanding of the client's desire for more agency leadership. And everyone needed a better sense of the costs involved. The company as a whole required a more integrated approach to serving clients if they hoped to survive. Marco needed a plan.

Questions :

- a. Like many leaders, Marco already has a team in place and cannot build a new team to adapt to the changing business environment of his firm. Diagnose the problems faced by the firm and also discuss what changes can be implemented to solve the problems?
- b. Identify potential resources for Marco and his team in implementing a strategy to change.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.