

DECEMBER 2013 EXAMINATION
HR 08/eHR08
MANAGERIAL LEADERSHIP

Time: Three Hours

Maximum Marks: 100

Note:

The paper is divided in three sections: Section A, Section B and Section C. There are 7 questions in Section-A, students are required to attempt ANY FOUR. Section-B has 5 questions, attempt ANY THREE. All the questions of Section-C (Case Study) are compulsory.

Section-A

(Each question is of 10 Marks. Attempt any four)

1. Distinguish between power and authority. What dominant type of power does the chairman and managing director of a multinational company possess?
2. Compare and contrast transformational and charismatic leadership styles. Identify the common characteristics in these styles.
3. Can a transformational leader succeed totally ignoring his/her transactional leadership behavior? Discuss with an example.
4. Motivation and satisfaction collectively enhance employee productivity. Critically discuss the statement.
5. Discuss the determinants of team performance. Do you feel that these are interdependent?
6. Discuss the similarities and differences between 'Entrepreneurial Leadership' and 'Managerial Leadership'.
7. How do leaders use communication to influence and persuade others?

Section-B

(Each question is of 15 Marks. Attempt any three)

8. What do you understand by the term situational leadership? How is the readiness level of the followers linked with the leadership style? Discuss the styles taking into account leader behavior.
9. 'Value-based leaders do not use authority or exercise power with their people.' Can leaders be successful without using power? How do they succeed keeping power aside?

10. Discuss the various roles of team members to make a team effective. Also discuss how the behavior of team members can be shaped.
11. How does control over information give power to a person? Explain using examples from corporate.
12. What do you see as the leader's role in motivating others in an organization? Consider, for example, whether employees have some responsibility to motivate themselves.

Section-C **Case Study (15 Marks)**

"Trouble in a Mental Health Center"

Ten years ago, a well known highly respected hospital located in the center of Rome, opened its Mental Health Center dealing patients with anxiety issues and depression.

The administration, and its staff included a lead psychoanalyst and four psychologists who were serving as unpaid interns. The leader of the Center supervised the interns who meet weekly in order to help them solve difficulties with patients and to offer clinical suggestions, based on his years of experience. Despite their busy schedules, the interns were required to prepare weekly written reports about their patients for the supervision session with the lead psychologist. The four psychologists felt comfortable, supported, and generally happy with their training. In the past ten years, the Mental Health Center has grown tremendously. It has become well-known in Rome and abroad as a well-organized, professionally run mental health center for psychological treatment. Three years ago, the administrative leader of the Center retired. The Human Resources department of the hospital recruited and hired Dr. X, a well-known external psychiatrist, as the new administrative leader and chief psychiatrist for the Mental Health Center. The new Mental Health Center leader has been given a part-time (three days per week) contract because he has other professional commitments at the university and in his own private practice. The Center's popularity has grown over time. Many local citizens and some foreigners have sought psychological treatment at the Center. To handle the increased patient load, Dr. X has increased staff psychologists-in-training from four to eight. In order to provide a more thorough treatment service, Dr. X has also added a second group of eight cognitive psychologist interns. Now there are sixteen psychologists-in-training, evenly split between psychoanalytic and cognitive psychologists. Dr. X's many commitments have forced him to schedule supervision meetings with the psychologists approximately every two weeks. Now however the meetings are very tense. Many psychologists try to discuss patients' enigma, but the scheduled time is insufficient to accommodate all sixteen psychologists. An additional problem concerns divergent professional philosophies about treatment plans (psychoanalytic Vs cognitive), proposed respectively by the two different groups of psychologists. Often, it is almost impossible to reach a common understanding or to compromise on treatment plans for patients. Some young practitioners are voicing complaints that the supervision meetings are useless because Dr. X has limited time to help them with the most challenging patient dilemmas. As a result, now only five psychologists – fewer than a third- attend Dr. X's bi-

weekly sessions. The other practitioners argue they cannot do any *pro-bono* work, because they aren't allowed to leave their offices to attend to supervision meetings at the Medical Center. Recently, the general manager of the hospital has held two meetings with the full Mental Health Center staff including Dr. X, other medical doctors, and all the intern psychologists. The discussion has centered around the drastic drop (50 %) in the number of the patients applying for mental treatments. The Mental Health Center is losing money and the level of services has diminished considerably, as currently there is minimum 6-month waiting period for a patient to consult with a psychologist, despite the increase in the number of psychologists in service. The general manger of the Mental Health Center has asked the Human Resources department to intervene and help resolve these problems.

13. Case Questions:

- a. What are the major problems in this case?
- b. As a Human Resources Specialist, what would be your first step in resolving the problems identified by you in this case?
- c. What leadership styles does Dr. X display? Support your claim using specific example from leadership theory.
- d. Do you think this leadership style is conducive to the Mental Health Center and of the Psychologist interns?