

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2024-26)
END TERM EXAMINATIONS, OCTOBER 2025
SET-1

Course Name	Leadership and Team Building	Course Code	20324
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- All the questions are compulsory, against which marks are indicated.
- Be precise and objective in your answers with a max. word limit of 800 words.

Scenario 1: At BrightWave Consulting, Meera, a team leader, has always relied on a strict, authoritative style—monitoring deadlines closely, discouraging informal conversations, and rarely sharing personal experiences. Over time, her team's morale dropped, attrition increased, and innovative ideas nearly disappeared. After attending a leadership workshop, she experimented with authenticity: openly acknowledging her mistakes in a past project, showing empathy during a teammate's family emergency, and inviting honest feedback in meetings. Within months, her team's engagement and output improved noticeably.

Q1. Analyze how Meera's shift from authoritative to authentic leadership affected trust, loyalty, and performance. **Conclude** with examples how authenticity can act as a strategic tool for team sustainability. **(10 Marks, CLO2)**

Scenario 2: In tech firm InnovaSoft, mid-level managers have traditionally run operations through tight controls, systems, and metrics. But over the past year, internal feedback and exit interviews show a pattern: employees say they feel stifled, their voices unheard, and that innovation is blocked by micromanagement. Some top performers have left, citing lack of inspiration rather than pay. The leadership team recognizes that simply managing processes is no longer enough—they need a shift in style.

Q2. Analyze the preferred style of leadership in contemporary organisations, highlighting employee expectations, organisational challenges, and HR strategies to balance leadership with management in a context like InnovaSoft. **(10 Marks, CLO2)**

Scenario 3: At a fast-growing e-commerce company, two department heads display very different leadership styles. Manager A is highly task-focused, pushing for strict deadlines and efficiency but often ignoring team morale. Manager B is highly people-focused, ensuring employees feel supported and valued, but projects often miss deadlines and productivity suffers. The CEO wants to develop leaders who can balance both task and people orientation for sustainable growth.

Q3. Apply Blake & Mouton's Leadership Grid, and analyse the leadership styles of Manager A and Manager B. **Compare and contrast** which leadership style would be most effective in this organisation's context and justify your answer with two practical HR interventions that can help leaders move toward that style. **(10 Marks, CLO3)**

Scenario 4: A financial services company has been facing high employee turnover. Exit interviews reveal that a senior leader, while extremely competent and results-driven, often displays toxic behaviours—publicly criticising employees, ignoring team input, and taking credit for others' work. Despite strong business results, employee morale is at an all-time low and engagement scores have dropped significantly.

Q4. Examine the negative leadership traits evident in the scenario, Apply these traits to understand their impact on employee engagement and organisational culture. **Plan** two HR interventions that could mitigate the risks of such leadership behaviours. **(10 Marks, CLO3)**