

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**FOURTH TRIMESTER (Batch 2024-26)**  
**END TERM EXAMINATIONS, OCTOBER 2025**  
**SET-2**

|             |                                     |             |              |
|-------------|-------------------------------------|-------------|--------------|
| Course Name | <b>Leadership and Team Building</b> | Course Code | <b>20324</b> |
| Max. Time   | <b>2 hours</b>                      | Max. Marks  | <b>40 MM</b> |

**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.

**Q1:** A start-up with 50 employees struggles as its founder makes all decisions personally, leaving no room for team ownership. Talented employees feel disempowered and several have quit. Investors have warned that the firm will not scale unless the founder decentralises decision-making. **Examine** the concept of distributed leadership and suggest how the founder can transition from a “control-centric” to a “team-centric” leadership style. **Analyse** how shared responsibility could improve innovation and retention. **(10 Marks, CLO2)**

**Q2:** At a logistics company, a sudden cyber-attack disrupts supply chains. The operations head insists on sticking to existing SOPs, while employees suggest experimenting with digital alternatives. Confusion spreads, and customers begin cancelling contracts. A middle manager steps in, encouraging quick trials of new tools, daily check-ins, and open idea-sharing. **Analyse** how adaptive leadership principles can be applied in this crisis. **Compare** the risks of rigid vs. flexible responses, recommending two adaptive practices that could restore stability and build resilience. **(10 Marks, CLO2)**

**Q3:** Ritu, a project manager, is competent but struggles with procrastination, emotional outbursts during pressure, and inconsistent follow-up. Her team finds her unpredictable. HR suggests she first work on “leading herself” before taking on larger roles. **Apply** the concept of 'Leading the Self' to Ritu's situation. **Analyse** how self-awareness, emotional regulation, and time management can strengthen her leadership and suggest HR interventions (e.g., mentoring, coaching, reflective practice) to develop her as a self-led leader. **(10 Marks, CLO3)**

**Q4:** At GlobalTech, women and minority employees feel excluded from key projects and decision-making. Though the CEO champions “diversity,” managers often rely on the same inner circle of advisors. Talented employees are considering exit options. Evaluate the need for inclusive leadership in this situation. **Analyse** the impact of exclusionary practices on culture and performance. **Plan** two concrete strategies managers could adopt to build inclusivity and psychological safety. **(10 Marks, CLO3)**