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Code No. : 13165 N (I)

**VASAVI COLLEGE OF ENGINEERING (AUTONOMOUS), HYDERABAD**

Accredited by NAAC with A++ Grade

**B.E. III-Semester Main Examinations, Jan./Feb.-2024**

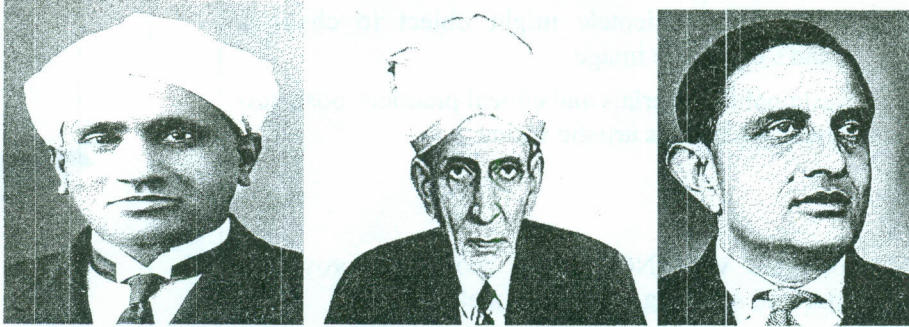

**Mastering Leadership (OE-I)**

Time: 3 hours

Max. Marks: 60

Note: Answer all questions from Part-A and any FIVE from Part-B

Part-A (10 × 2 = 20 Marks)

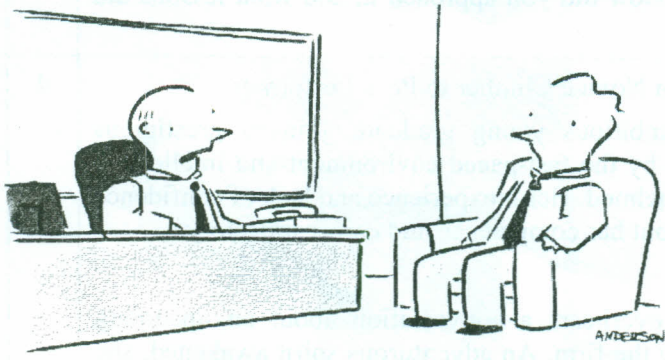
Q. No.	Stem of the question	M	L	CO	PO
1.	Who are these well known Personalities? Why are they special? 	2	2	1	12
2.	Expand SMART ( Goal setting for Leadership effectiveness)	2	1	1	12
3.	<b>An unwilling Leader sometimes makes the best leader.</b> Share your thoughts on this quote?	2	3	2	9
4.	 <b>"Who would like to give me feedback on my leadership qualities?"</b>  Would you go ahead and give your feedback in this situation?	2	4	2	9
5.	What key quality does a leader demonstrate when encouraging diverse viewpoints and unconventional ideas within a team?	2	3	3	2
6.	Expand ADDIE	2	1	3	2
7.	Case Study: Change on the Catwalk - Fashion House Navigates Sustainability Setting: Eco-Luxe, a rising fashion house known for its opulent designs, faces pressure from activist groups and declining sales due to unsustainable practices.	2	2	4	11

<p>They decide to pivot towards eco-friendly materials and ethical production without compromising their luxury brand aesthetic.</p> <p>The Leader: Elena, the creative director, a fiercely independent designer known for her impeccable taste and sharp business acumen, spearheads the transition.</p> <p>Challenges:</p> <ul style="list-style-type: none"> <li>● Higher costs: Eco-friendly materials and ethical production come at a premium, potentially affecting profit margins and pricing.</li> <li>● Customer resistance: Traditional clientele might object to changes, fearing a shift in the brand's exclusive image.</li> <li>● Creative limitations: Sustainable materials and ethical practices pose new design constraints, challenging Elena's artistic vision.</li> </ul> <p>Elena's Strategies:</p> <ul style="list-style-type: none"> <li>● Collaboration: She partners with NGOs and eco-fabric providers, leveraging their expertise and sourcing innovative materials.</li> <li>● Transparency: Elena publicly acknowledges the brand's transition, explaining the reasoning and showcasing their sustainability efforts.</li> <li>● Luxury Redefined: She adapts her design aesthetic, blending eco-friendly materials with timeless elegance and innovative techniques, demonstrating that sustainability can be luxurious.</li> <li>● Limited Edition and Pre-order: Elena introduces limited-edition eco-luxury collections available for pre-order, testing customer response and managing potential financial risks.</li> <li>● Influencer Partnerships: She collaborates with eco-conscious celebrities and influencers who embody the brand's new values, reaching a wider audience.</li> </ul> <p>Questions:</p> <p>Which of Elena's strategies do you think was the most crucial to Eco-Luxe's successful transition?</p> <p>(a) Collaboration with NGOs and eco-fabric providers.          (b) Transparency with customers and stakeholders.          (c) Luxury redefinition through new design approaches.          (d) Limited edition and pre-order strategy.</p> <p>Elena faced the challenge of higher costs. Which solution could have potentially backfired?</p> <p>(a) Invest in research and development for cheaper eco-materials.          (b) Increase the price of current collections to cover the premium.          (c) Introduce a lower-priced, sustainable second line.          (d) Offer significant discounts on older, non-sustainable products.</p>				
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<p>8.</p>	<p>A company is transitioning from a traditional brick-and-mortar model to a primarily online one. To lead this change effectively, the manager should prioritize:</p> <p>(a) Implementing strict new performance metrics focused on online sales.                  (b) Communicating the rationale for the change and creating a shared vision for the future.                  (c) Immediately restructuring teams and redistributing work without employee input.                  (d) Offering retraining programs for specific digital skills needed in the new model.</p> <p>During a period of organizational downsizing, a team leader notices increasing stress and conflict among team members. The most effective action to combat this would be to:</p> <p>(a) Increase individual workloads to compensate for lost personnel.                  (b) Hold regular team meetings to foster open communication and address concerns.                  (c) Delegate additional responsibilities without providing necessary support or resources.                  (d) Focus solely on maintaining individual performance metrics without addressing team morale.</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p>11</p>
<p>9.</p>	<p>Introduction to Leadership: Multiple Choice Quiz                  Instructions: Choose the best answer for each question.</p> <p>Which of the following is NOT considered a core element of leadership?</p> <p>(a) Vision and goal setting    (b) Effective communication                  (c) Decision-making skills    (d) Technical expertise</p> <p>Transformational leaders are known for:</p> <p>(a) Maintaining strict control and procedures.                  (b) Inspiring followers to reach their full potential.                  (c) Emphasizing efficiency and productivity.                  (d) Delegating tasks and providing autonomy.</p>	<p>2</p>	<p>2</p>	<p>1</p>	<p>12</p>
<p>10.</p>	<p>Case Study: From Wallflower to Wingman - Maya's Sales Transformation                  Setting: Maya, a bright and bubbly university graduate, lands her dream job in sales at a tech startup. However, her enthusiasm clashes with her timidity. She struggles to overcome her natural introversion and connect with potential clients, resulting in disappointing sales figures.</p> <p>The Mentor: Daniel, a seasoned sales veteran with a gentle yet persuasive charm, notices Maya's potential and takes her under his wing. He becomes her mentor, offering guidance and support without ever being overbearing.</p>	<p>2</p>	<p>3</p>	<p>2</p>	<p>9</p>

	<p>Daniel's Mentoring Approach:</p> <p>Uncovering strengths: Daniel helps Maya recognize her natural interpersonal skills and genuine ability to listen and understand client needs.</p> <p>Role-playing and scenario building: They practice conversations through simulated sales calls, allowing Maya to experiment with different approaches and gain confidence in her abilities.</p> <p>Positive reinforcement and micro-goals: Daniel celebrates even small victories, like initiating a successful conversation or asking a probing question, fostering a sense of progress and boosting motivation.</p> <p>Active listening and personalized feedback: He listens attentively to Maya's post-call reflections, providing gentle guidance and constructive criticism tailored to her individual needs.</p> <p>Emotional intelligence and stress management: Daniel teaches Maya techniques for managing anxiety and negative self-talk, empowering her to maintain composure and build resilience in high-pressure situations.</p> <p>Maya's Growth:</p> <p>With Daniel's patient guidance and her own commitment to practice, Maya blossoms. She learns to leverage her introverted nature, turning her thoughtful listening into a valuable asset that allows her to understand clients' deeper needs. She overcomes her initial awkwardness and starts building genuine connections, leading to a dramatic increase in her sales performance.</p> <p>Questions:</p> <p>Which of Daniel's mentoring strategies do you think was most crucial in Maya's transformation?</p> <p>(a) Recognizing Maya's natural strengths and building upon them.                  (b) Providing realistic scenario-based practice and feedback.                  (c) Celebrating small victories and maintaining positive reinforcement.                  (d) Teaching emotional intelligence and stress management techniques.</p> <p>Maya's journey highlights the importance of tailoring support to individual needs. Which aspect of Daniel's approach demonstrates this well?</p> <p>(a) Daniel's use of role-playing and simulated sales calls.                  (b) His focus on active listening and personalized feedback.                  (c) His emphasis on celebrating Maya's individual successes.                  (d) All of the above.</p>				
	<p><b>Part-B (5 × 8 = 40 Marks)</b></p>				
<p>11. a)</p>	<p>Case: John, an engineering lead, consistently takes a directive leadership style, micromanaging his team and leaving little room for creativity. The team's morale is low, and productivity is suffering.</p> <p>Question 1: Based on the case, what are the potential downsides of John's leadership style? What alternative leadership styles could he adopt to improve team performance and morale?</p>	<p>4</p>	<p>3</p>	<p>1</p>	<p>12</p>

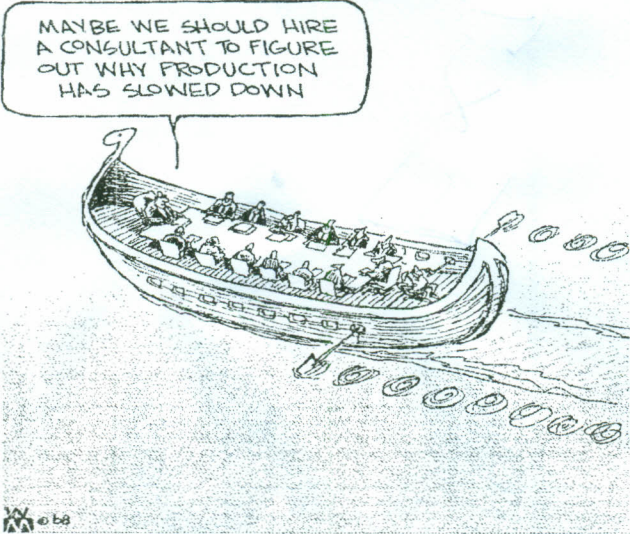
	<p>Question 2: Reflecting on your own leadership experiences, have you ever encountered a similar situation? How did you approach it, and what lessons did you learn?</p>				
<p>b)</p>	<p><b>Case Study: Sarah's Climb - From Novice Climber to Peak Performer</b></p> <p><b>Setting:</b> Sarah, a bright and ambitious young graduate, joins a prestigious consulting firm. Initially thrilled by the fast-paced environment and intellectual challenges, she soon feels overwhelmed. Her inexperience and lack of confidence hold her back, causing doubts about her competence and career trajectory.</p> <p><b>The Catalyst:</b> One day, Sarah overhears a conversation about an upcoming mountaineering trip organized by the firm. An adventurous spirit awakened, she decides to face her fear of heights and sign up. The climb becomes a metaphor for her personal and professional journey.</p> <p><b>Climbing Competence:</b> On the mountain, Sarah encounters seasoned climbers who become her mentors. They push her beyond her comfort zone, teaching her essential skills like rope work, navigation, and teamwork. She learns to embrace mistakes as learning opportunities and develops strategies to manage anxiety and stay focused.</p> <p><b>Self-Development Peaks:</b> As Sarah ascends, she experiences not only physical challenges but also internal discoveries. She taps into hidden reserves of willpower and resilience, proving to herself her newfound inner strength. The camaraderie and trust built with her climbing companions reinforces her sense of belonging and empowers her to share her voice and ideas.</p> <p><b>Back to Base Camp:</b> Upon her return, Sarah is a changed person. Her newfound confidence and competence radiate back at work. She tackles complex projects with renewed enthusiasm, effectively communicates her ideas, and actively collaborates with colleagues. Her leadership potential blossoms, and she takes on new challenges with a sense of purpose and self-belief.</p> <p>Based on Sarah's story, analyze the key factors that contributed to her ability to build competence and achieve self-development. Discuss how these elements can be applied to personal and professional growth outside of a literal climbing scenario.</p> <p><b>Discussion Prompts:</b></p> <p>What role did stepping outside her comfort zone play in Sarah's development? How did mentorship and collaborative learning contribute to her skill acquisition?</p>	<p>4</p>	<p>4</p>	<p>1</p>	<p>12</p>

<p>12. a)</p>	<p style="text-align: center;">© MARK ANDERSON      WWW.ANDERTOONS.COM</p>  <p style="text-align: center;">"I understand what you're trying to do here, Tom, but I'd appreciate it more if you'd actually do it."</p> <p>What is your learning from this cartoon? What should leaders do to improve the performance of their team members? Give not more than 3 -4 pointers.</p>	<p>4</p>	<p>3</p>	<p>2</p>	<p>9</p>
<p>b)</p>	<p>Explain using examples why transparency is a must for any team.</p>	<p>4</p>	<p>3</p>	<p>2</p>	<p>9</p>
<p>13. a)</p>	<p>Imagine you're a young entrepreneur leading a tech startup that has developed a cutting-edge app for a niche market. The initial launch was successful, and your user base is growing steadily. However, unexpected market fluctuations and the emergence of new competitors create a challenging landscape.</p> <p>Critically assess and justify your chosen course of action, considering alternative approaches and their potential outcomes. How would your decision align with your overarching leadership philosophy?</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>11</p>
<p>b)</p>	<p>You identify a disconnect between individual growth aspirations and the project's immediate needs. Some team members crave challenges beyond their current tasks, while others struggle to keep up with the project's demands. How would you navigate this "growth gap," ensuring individual aspirations contribute to project improvement while simultaneously tailoring tasks to nurture each team member's potential?</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>11</p>
<p>14. a)</p>	<p>Case Study: From "Burnt Toast" to Masterchef - Billie McKay's Triumphant Time Management</p> <p>The Kitchen: MasterChef Australia, where high culinary expectations meet tight deadlines and unforgiving time constraints.</p> <p>The Chef: Billie McKay, a 23-year-old psychology student juggling studies, work, and her passion for food. Time management wasn't just a challenge; it was a daily survival skill.</p> <p>The Journey: Billie's MasterChef experience wasn't just about learning cooking techniques, it was a masterclass in managing the precious resource of time. Initially, she struggled. Disorganized cooking, missed steps, and burnt dishes became her early calling cards. Judges criticized her time-wasting strategies, highlighting the need for a better plan.</p>	<p>4</p>	<p>3</p>	<p>4</p>	<p>11</p>

	<p>Turning Points:</p> <p>Episode 8: Facing a mystery box challenge, Billie implemented a new tactic. Pre-visualizing the dish, breaking down tasks into smaller, timed segments, and delegating where possible allowed her to navigate the chaos with newfound efficiency. Her dish impressed the judges, marking a turning point in her time management journey.</p> <p>Episode 22: The semi-final pressure test demanded multiple complex dishes within an hour. Billie adopted a system of simultaneous preparation, utilizing every corner of the kitchen and delegating tasks to other contestants. Her calm focus and strategic utilization of time propelled her to the finale.</p> <p>Grand Finale: Billie's winning menu showcased not just culinary skill, but her meticulous time management prowess. Dishes were presented on time, each element cooked to perfection, a testament to her ability to orchestrate a complex symphony of cooking tasks within a tight timeframe.</p> <p>Give me three takeaways/learnings from this case study</p>				
<p>b)</p>	<p>Based on the case study from the previous question answer the following three questions.</p> <p>Question 1: Which of the following BEST describes Billie's initial approach to time management in the MasterChef kitchen?</p> <p>(a) Calm and organized, meticulously planning each step in advance.                  (b) Chaotic and disorganized, frequently missing steps and burning dishes.                  (c) Adaptable and flexible, adjusting her techniques as needed.                  (d) Strategic and delegating, utilizing other contestants for assistance.</p> <p>Question 2: Which of the following skills played the MOST significant role in Billie's time management improvement throughout the competition?</p> <p>(a) Advanced culinary techniques and knowledge of ingredients.                  (b) Strong physical stamina and ability to multitask under pressure.                  (c) Effective pre-planning and visualization of tasks and dishes.                  (d) Delegating tasks and utilizing other contestants strategically.</p> <p>What personal or professional aspect of your life could benefit most from implementing Billie's time management strategies?</p>	<p>4</p>	<p>3</p>	<p>4</p>	<p>11</p>
<p>15. a)</p>	<p>Create a 2x2 matrix with two leadership style dimensions (e.g., directive vs. supportive, visionary vs. pragmatic). Place yourself, past leaders you admire, and fictional characters known for their leadership qualities within the matrix. Analyze the intersections and overlaps, questioning if leadership styles are truly distinct or exist on a continuous spectrum.</p>	<p>4</p>	<p>3</p>	<p>1</p>	<p>12</p>

<p>b)</p>	<p>Infosys is a multinational IT company headquartered in Bangalore, India. It's one of the world's largest IT employers and a pioneer in the Indian IT industry. Infosys is known for its collaborative and team-oriented work culture.</p> <p>In 2017, Infosys was working on a critical project for a major global bank. The project was behind schedule and over budget. The team was under immense pressure to deliver.</p> <p>One day, during a team meeting, a junior developer named Priya spoke up and challenged a senior developer's proposal. The senior developer was offended and told Priya to keep quiet.</p> <p>Priya's manager, Amit, intervened. He thanked Priya for her feedback and asked her to elaborate on her concerns. Amit then facilitated a discussion between Priya and the senior developer.</p> <p>The discussion was heated, but eventually, the team came up with a new solution that was better than either of the original proposals. The project was eventually delivered on time and within budget.</p> <ol style="list-style-type: none"> <li>1. How did the manager, Amit, use Indian cultural values, such as collectivism and respect for elders, to facilitate a productive discussion between Priya and the senior developer despite the initially tense situation? (This question explores the specific application of cultural context in managing conflict.)</li> <li>2. Beyond the Infosys case study, analyze and discuss instances where pushing someone in a team setting might not be driven by care for the team, but by other negative motivations. How can team leaders recognize and address such situations in Indian workplaces?</li> </ol>	<p>4</p>	<p>4</p>	<p>2</p>	<p>9</p>
<p>16. a)</p>	<p>As a future leader, you'll encounter uncertainties. How do you plan to approach learning from mistakes or suboptimal decisions in your academic and personal development? Share an example where you turned a setback into an opportunity for improvement.</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>2</p>
<p>b)</p>	<p>The Unsatisfied Stakeholders:</p> <p>An organization invests heavily in a leadership development program for its high-potential employees. While the program receives positive feedback from the participants, senior management expresses concerns about the lack of tangible results. They see no significant improvement in leadership behavior or team performance.</p> <p>Questions:</p> <ol style="list-style-type: none"> <li>1) Was the leadership development program aligned with the organization's strategic goals and desired leadership behaviors? How could the program have been designed to ensure a clearer connection between individual development and organizational impact?</li> </ol>	<p>4</p>	<p>3</p>	<p>4</p>	<p>11</p>



	2) What metrics were used to evaluate the effectiveness of the program from the perspective of both participants and stakeholders? How could the program be adjusted to provide more measurable and actionable outcomes?				
17.	Answer any <i>two</i> of the following:				
a)	As a future leader, analyze the given image, focusing on visual elements, symbolism, and potential implications. Share your perspective on how the themes connect to leadership or innovation. Your insights will provide valuable glimpses into your analytical and visionary capabilities.	4	3	1	12
					
b)	Consider a team where team members feel pressured to conform and agree with the leader. How might this impact team morale, and what consequences could it have on collaboration and productivity?	4	3	2	9
c)	Imagine this: you're trekking through the Himalayas, aiming for the dizzying peak of Kangchenjunga. Suddenly, a blizzard strikes, obscuring the path and whispering conflicting directions in your ear. Your map crumples in the biting wind, and the compass spins uselessly. In this treacherous landscape, every decision could mean the difference between reaching the summit and succumbing to the storm.  This is the predicament of navigating the modern information wilderness. A blizzard of data bombards us daily, news feeds and social media spewing a cacophony of opinions and facts, sometimes truth intermingled with half-truths and outright fabrications. So, how do you, as a future leader, pick your path through this treacherous terrain?	4	3	3	11

M : Marks; L: Bloom's Taxonomy Level; CO; Course Outcome; PO: Programme Outcome

i)	Blooms Taxonomy Level – 1	20%
ii)	Blooms Taxonomy Level – 2	30%
iii)	Blooms Taxonomy Level – 3 & 4	50%

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