

**M.B.A.-II (Sem.-IV) Examination  
OD & Leadership  
May-2017**

**Time : 2 Hours]**

**[Max. Marks : 50**

Q.1 Define the following terms:

- (a) Servant leadership
- (b) OD Intervention
- (c) Doctor-patient model (as in OD)
- (d) Change agent
- (e) Leadership substitutes

Q.2 Discuss any one group-level OD intervention in full detail.

Q.3 Discuss in detail, the meaning and process of Survey feedback as an OD intervention.

**OR**

Q.3 Discuss in detail, the meaning and process of action research.

Q.4 Based on the following text, discuss the Indian preference over leaders' style of Decision-making:

After 40 years, it's clear that Anglo-Saxon capitalism – aka the US-UK management model – is unfit for keeping most people in jobs, pensions, shelter and security. Full-time work is no longer even a reliable route out of poverty. US business no longer bestrides the globe unchallenged. The rise of China, India and other Asian economies certainly hasn't occurred through inferior management. Capital today resides in Middle East and Chinese sovereign wealth funds.

Predictably, they offer a contrast to the shareholder-driven, hierarchically managed, efficiency-obsessed Anglo-Saxon model. They're more likely to stress continuity and the long view, the collective as opposed to the individual, relationships over transactions, and loyalty over performance.

Like Peter Drucker ("Profit is the cost of survival"), they view profit as a means, not an end. Indeed, shareholders are not uppermost in these managers' minds. Here are some of the places where the future of management is taking shape.

**INDIA**

Indians have long been quietly influential in management, both in the academy and in practice. Indians run or are very high up in a striking number of large US tech and other companies (Google, Microsoft, Oracle and Pepsi); Indian software service companies and outsourcers are world leaders (Infosys, Wipro and HCL Technologies).

Indians "think in English and act in Indian", a prominent executive told the authors of The India Way, which suggests reasons for India's success. English thought is reflected in a focus on performance, but it

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goes with a more holistic Indian view of the importance of employees and their development – Infosys, for example, made a strategic bet on putting employees first and customers second.

Juggling volatile business conditions, red tape and meagre resources, Indian managers have developed an enviable ability to adapt and improvise almost in real time, summed up in the Hindi term 'jugaad' (roughly, 'frugal innovation') – the idea behind CMI's Management Book of the Year in 2016. Indian managers are adept at devising products and services for demanding consumers of modest means – for example, the Tata Nano car.

Finally, drawing on ancient cultural traditions, Indian leaders' sense of mission and purpose includes societal, as well as material, progress. UK business sat up with a start when Tata Motors had the temerity to buy Jaguar and Land Rover from Ford in 2008. In the event, the British heritage marques have flourished spectacularly under the Indian group's ownership – further proof that there's nothing wrong with British workmanship that superior long-term (that is, foreign) governance can't cure.

**Q.5 Based on the following text, provide the answers to the accompanying questions:**

Pope Francis calls on global leaders to stay humble or 'power will ruin you':

In a surprise TED talk address Tuesday, Pope Francis advised those who had power to act humbly, while appealing for society to not leave individuals behind as the scientific and technological age advances. "Allow me to say it loud and clear: the more powerful you are, the more your actions will have an impact on people, the more responsible you are to act humbly," said Pope Francis in a recorded broadcast to an audience in Vancouver. "If you don't, your power will ruin you, and you will ruin the other."

Analyse the pros and cons of the above CNBC news from the perspectives of use of power in leading planned change.