

Uva Wellassa University, Sri Lanka
Faculty of Science and Technology
3rd Year 2nd Semester Examination – September/October 2012

Leadership and Skill Development –EMG 342-1

Time: One (01) Hour



Instructions to candidates:

Index number:

- No. of pages : Two (02)
No. of questions : Four (04) Essay
Marks allocated : 40 Marks
Answer only two (02) questions.
Question paper is not to be removed from the examination hall.

01. "Team processes pertain to various dynamics that change overtime and can be influenced by team leaders. Hence, leader has to play a significant role in developing and effective and cohesive team for the success of the organization".

You are required to:

- i) Explain how the cohesiveness of a team is determined. (08 marks)
ii) Explain the role of a leader over the team development process. (12 marks)
(Total – 20 Marks)

02. "The fraudulent practices lead to the collapse of Enron Corporation and World come Corporation in USA are clear examples for ethical failure of leadership in the business world. Hence, ethics are considered as a central element in leadership".

You are required to:

- i) Explain how ethics become a central element in leadership. (08 marks)
ii) Explain what should be the role of an ethical leader. (12 marks)
(Total – 20 Marks)

03. "Vision Service Plan (VSP) is a USA based eye care service providing company and regularly shows up on Fortune Magazine's list of the 100 best companies to work for. Employee satisfaction level at VSP has climbed to a surprising high of 98 percent. The real key to high motivation and satisfaction at VSP is that people feel valued and respected."

You are required to:

- i) Explain what theory would explain the motivation associated with the above practices at VSP. (12 marks)
- ii) Explain how a leader can design jobs of an organization to derive a higher motivation level among employees. (08 marks)

(Total – 20 Marks)

04. In the book of "Good to Great", Jim Collins questions why some companies make the leap and others don't. He explains the importance of level 5 leadership in transforming companies from merely good companies to truly great companies.

You are required to:

- i) Explain the role of a level 5 leader. (05 marks)
- ii) Explain how the following types of leadership would be inspirational approaches in managing people in the organizations. (15 marks)

- Charismatic leadership
- Transformational leadership
- Transactional leadership
- Authentic leadership

(Total – 20 Marks)