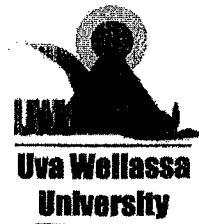


Uva Wellassa University of Sri Lanka
Faculty of Science and Technology
Department of Science and Technology
300 level 1st Semester Examination – June/July 2017
SCT 301-1 Leadership Skills and Development



Instructions to candidate

Duration: 01 hour

Marks allocation: 100 marks

No of questions: 04

Answer two (02) questions including question number one (01) in the booklets provided.

1. Read the following case study and answer the questions given bellow.

Steve jobs is a co-founder of Apple Company in 1976. He is famed for his ability to give speeches and captivate attention of the audience. He was able to captivate his employees and audience with the ability of an evangelist.

Interestingly, when presenting the new apple product "I Pad" he would sit down on a couch as some of us would have at home and create a scenario that help the viewer and listener to imagine a Sunday –morning scene at home, using this new product while reading a paper. By creating these scenarios in our head he communicates the advantages of his products most efficiently. He is a gifted speaker with a strange ability to confound his employees and the public with a most evangelistic delivery.

Steve Job's technical knowledge might not be that of his engineers, however, Steve Jobs has been the founder of Apple together with Wozniak, and together they developed the very first hardware. Certainly Steve Jobs' understanding of the technology combined with a visionary gift help him to develop his visions and then efficiently communicate them, for execution, to his employees. He has been successful in whipping up the enthusiasm of his employees (Job Involvement) to achieve more by doing seemingly impossible tasks, and also convince customers to buy Apple products.

Because of his quest for perfection, Steve Jobs has domineering presence which makes some of the employees fear him. This would let people assume that his consideration level is rather low and his initiating structure level appears rather high. According to Steve Jobs, "My job is to not be easy on people. My job is to make them better. My job is to pull things together from different parts of the company and clear the way and get resources for the key projects" He



appears to lack the humane qualities. However he practices empowerment and has a strong
visions.

I. Briefly explain the leadership traits identifiable from the given case study? (25 marks)

II. What type of a leadership style is reflected by the career of Steve Jobs?
Transformational, Charismatic or Transactional? Justify your answer. (25 marks)

(Total Marks – 50)

2. Throughout the history there were different theories used to study the 'leadership' such as
trait theories, behavioural theories and contingency theories

I. Compare the major behaviour theories of leadership. (10 marks)

II. Explain Blake & Mouton Leadership Grid. (15 marks)

III. Describe subordinate's characteristics, Leader's behaviour and environmental
characteristics used in path goal theory. (25 marks)

(Total Marks – 50)

3. 'Team Work' has been at the focus of increasing the organizational performance of modern
business.

I. Briefly explain the key characteristic of an 'effective team'. (05 marks)

II. What might be the role of a Leader in a team-based organization? (20 marks)

III. "All teams are groups, but not all groups are teams" Critically analyze this statement.
(25 marks)

(Total Marks – 50)

4. What activities do Managers perform? What activities do Leaders perform? Do organizations need both Managers and Leaders?

Provide your view on the above two different setups with examples.

(50 Marks)

(Total Marks – 50)

