

# Uva Wellassa University

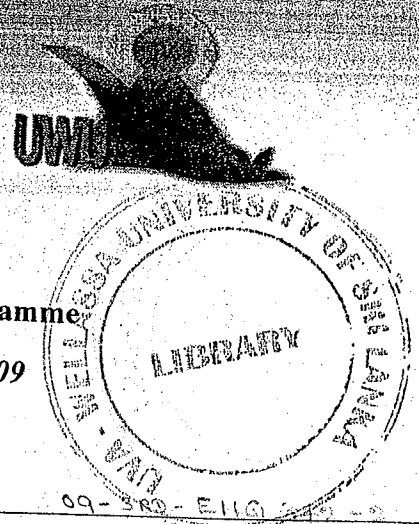
## Faculty of Management

Science & Technology and Computer Science Degree Programme

Year 3 Semester -II Examination – June / July 2009

EMG 342 - 2 Leadership Skills and Development

### Part C



Answer four questions including question number one  
Total marks 50 and question number one carries 20 marks.

1. Read the case and answer the following question

Kenneth Chenault had just gotten his dream job as chairman and CEO of American Express Co., becoming one of the few African American ever to head a major U.S. corporation. He knew he would face challengers, but he never imagined anything like this in his worst nightmare.

While he was on a business trip to Salt Lake City, terrorists crashed planes into the twin towers of the WTC, just across the street from American Express headquarters.

Chenault immediately telephoned security and he instructed that they begin evacuation procedures immediately. Over the next two days, struck in Salt Lake City, Chenault set up a command centre and held hourly conference calls with top executives to keep tabs on what was happening and to deal with immediate problems.

He learned that the attacks had left eleven American express employees missing or dead

American Express also going through difficulties before 09/11 attacks 2001 terrorist attacks. In his first year disappointing financial reports and announced 7000 layoffs.

Now as number 1 credit card issuer and number 1 travel agency, he knew American Express would be at the centre of an economic storm.

As he returned to New York, Kenneth Chenault's heart was heavy and his mind was whirling. He knew that every one from lowest ranking employee to biggest share holder would be looking to him for leadership

If you were in Kenneth Chenault's position how you would handle this situation? What approach would you take to deal with employees, shareholders, the media, and others?

2. According to the Herzberg's two-factor theory the work dissatisfaction and satisfaction arise from two different set of factors. Identify the
  - a. Motivators
  - a. Dissatisfiers of work
3. Briefly explain the followings
  - a. Managing cross culture
  - b. Managing ethics
  - c. Path-goal approach to leadership
  - d. Emotional intelligence
  - e. The equity theory

4. Discuss the strategies that can be implemented to motivate employees.

5. Answer the following two questions

a. Explain the benefits of employee teams

b. Explain any three different forms of employee teams. Provide an example of where each type of team can be used?