NPTEL » Leadership and Team Effectiveness

Announcements About the Course Q&A

Progress

Mentor

Review Assignment Course Recommendations

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Practice Assignment Your last recorded submission was on 2024-04-26, 08:29 IST	
Leadership involves both the rational and sides of human experience.	1 point
□ Financial	
Material	
© Emotional	
O Consequence	
2) State True and False Leaders discourage growth and development in their followers beyond the scope of the job.	1 point
○ True	
○ False	
3)refers to the knowledge and skills needed to accomplish business tasks,approach business problems, and get a job done.	1 point
○ Copy ○ Character	
Character Caring	
© Competence	
4) Who among the following is NOT considered as a destructive leader?	1 point
☐ Genghis Khan	
O Adolf Hitler	
Mahatma Gandhi	
O Joseph Stalin	
5) State true and False. Interpersonal effectiveness is the capability of an individual to influence others, competently.	1 point
□ True	
◎ False	
Check Answers and Submit	

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Course outline About NPTEL How does an NPTEL online course work? Week 0 Introduction to Leadership & Team Management Interactional Framework for Analyzing Leadership Solution for Week 1: Assignment 1 Week 3

Week 12 Weekly Feedback

Week 10

Week 5

Week 7 Week 8

Week 1: Assignment 1 The

Leadership begins with you
 Highly competitive market leaders needed at various levels
 Leadership is about only results, not people.

10) State True and Faise The right behavior in one situation is not necessarily the right behavior in another situation

Accepted Answers: Leadership is about only results, not people.

oted Answers:

ook 117 toolgilliloitt 1	
due date for submitting this assignment has passed.	Due on 2024-02-07, 23:59 IS
signment submitted on 2024-02-07, 10:44 IST	
Leadership involves both the and emotional sides of human experience.	4
	1 poi
Financial Material	
Rational	
Consequence	
s, the answer is correct. ore: 1	
ore. i cepted Answers: tional	
State True and Falseeaders are thought to do the right things, whereas managers are thought to do things right.	1 poi
True	
False	
s, the answer is correct. ore: 1	
cepted Answers:	
ие -	
Which of the following refers to as "a group of individuals, each of whom has a personal responsibility for leading who are interdependent for the purpose of providing overall leadership for a larger enterprise"?	some part of an organization, 1 pol
Stress Management	
Time Management	
Team Management	
Ethics Management	
s, the answer is correct.	
ore: 1 cepted Answers:	
am Management	
teams use computer technology to unite physically dispersed members and achieve a common goal.	1 poi
Problem-Solving Teams	
Self-Managed Teams	
Cross-Functional Teams	
Virtual Teams	
s, the answer is correct. ore: 1	
cepted Answers: tual Teams	
uui reams	
Leadership is the result of complex interactions among the leader and the situation.	1 poi
Process	
Output	
Result	
The followers	
s, the answer is correct. ore: 1	
cepted Answers: e followers	
State True and False	
State True and False The first three months give leaders unique opportunities to make smooth transitions, paint compelling pictures of	1 poi the future, and drive organizational
ge, far too many new leaders stumble during this critical time period.	
True	
False	
s, the answer is correct. ore: 1	
cepted Answers:	
10	
Facilitate Growth in Individual's perspective, knowledge, skills and abilities (Human Capital).	1 poi
Power Development	
Wealth Creation	
Assets Development Leader Development	
s, the answer is correct.	
ore: 1	
cepted Answers: ader Development	
Which of the following is the Fact of leadership?	1 poi
	1 100
Leadership is a rare skill. Leadership is shared.	
Leadership is shared. Leadership exists only at the top of the organization.	
Leaders are born, not made.	
s, the answer is correct. ore: 1	
cepted Answers:	
adership is shared.	
Which of the following is the myth of leadership?	1 poi

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About NPTEL

How does an NPTEL online course work?

Week 2

Leader Development: The Action-Observation-Reflection Model

Normative Decision Model
Situational Leadership Model

Week 3

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Week 2: Assignment 2

1 point

1 point

1 point

1 point

1 point

Assignment submitted on 2024-02-07, 10:47 IST

 Which of the following is important because it can provide leaders visituations from multiple perspectives, or better understand subordinates? ms differently, look at

Action
 Task significance
 Reflection
 Consequences

Maturity, Acquaintance, Stranger
Unknown, Maturity, Acquaintance
Stranger, Acquaintance, Maturity
Acquaintance, Known, Stranger

Accepted Answers: Stranger, Acquaintance, Maturity

Herzberg's two-factor Theory
 Hersey-Blanchard Model
 McClelland's Theory of Needs

Revolutionary-Crusader
Father-Judge
Teacher-Mentor

Accepted Answers: Warrior-Knight

5) 6.Which of the following error refers to the attributions (take credit) for one's successes?

Self-Serving bias
Actor/Observer difference

6) Which of the following theory argues that leaders do not treat all followers as if they were a uniful specific and unique linkages with each subordinate, thus creating a series of dyadic relationships?

Vroom's Theory of Expectancy
 Goal-setting theory
 Leader Member Exchange Theory

Accepted Answers: Leader Member Exchange Theory

8) Which of the follo

Close interpersonal relationships
Poor relationships

Accepted Answers: Close interpersonal relationships

Experimentation-Pause-Power

Action-Observation-Reflection

Task-learning-Politics
 Experimentation-Politics

ccepted Answers:

Continuum of decision processes
Decision Quality
Delay in Decision

Telling styleSelling style

Delegating style
 Participating style

Accepted Answers: Telling style

Maintaining Conflicts
 Intrapersonal relations

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Course outline About NPTEL How does an NPTEL online course work? Week 0 Week 2 Personality Traits and Leadership Personality Types and Leadership Quiz: Week 3: Assignment 3 Solution for Week 3 Week 4 Week 6 Week 9 Week 11

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Week 3: Assignment 3 The due date for submitting this assignment has passed.

1 point

1 point

Assignment submitted on 2024-02-14, 12:44 IST

- Transformational Leadership

- Accepted Answers: Transactional Leadership
- Synergy
 Recruitment
- Yes, the answer is correct. Score: 1 Accepted Answers: Internality
- 1 point
- Determination
 Dedication
- Accepted Answers: Delegation

 - Accepted Answers: Looking at situations from different perspective
- Weekly Feedback
- 5) State true and False Proactive personality identify compared to others who passively react to situations. 1 point Transcripts

 - - - 6) Which of the following correctly represents the OCEAN acronym in the context of personality? 1 point

 - Organic Chemistry Elements and Atomic Numbers

 - Scule. I Accepted Answers: Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism

Narrow vision

- Every great leader is born with traits that prepare them to rise and lead

 It considers the contributions of others who drove a leader to success.

- Accepted Answers:

 Every great leader is born with traits that prepare them to rise and lead.

- SocialEnterprising

- Accepted Answers: Charismatic authority system
- State true and False Proactive personality identify op-compared to others who passively react to situations.
- - Accepted Answers:

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Week 4: Assignment 4

The due date for submitting this assignment has passed.	Due on 2024-02-21, 23:59 IST
Assignment submitted on 2024-02-20, 22:26 IST	
1) Which of the following is not considered the characteristic of Intelligent Leaders?	1 poin
Are Faster learners	
Make better assumptions, deductions, and inferences. Don't have a compelling vision	
Can develop better solutions to problems	
Yes, the answer is correct.	
Score: 1 Accepted Answers:	
Don't have a compelling vision	
2) Which of the following intelligence emphasize on street smarts and common sense ability?	1 poin
Practical intelligence	
Creative intelligence Analytical intelligence	
Emotional intelligence	
Yes, the answer is correct.	
Score: 1 Accepted Answers:	
Practical intelligence	
3) Which of the following term refers to feelings that tend to be less intense than emotions and that lacks a context.	ual stimulus? 1 poin
Affect Emotions	
Moods	
○ Thinking	
Yes, the answer is correct. Score: 1	
Score: 1 Accepted Answers:	
Moods	
 State true and False According to Daniel Goleman et al., People are not born with general emotional intelligence learning emotional competencies. 	that determines their potential for 1 poin
□ True	
False	
Yes, the answer is correct.	
Score: 1 Accepted Answers:	
False	
5) refers to the potential influence one has due to the strength of the relationship between the leader ar	nd the followers. 1 point
© Legitimate Power	
© Expert power	
Referent Power	
Reward Power	
Yes, the answer is correct.	
Score: 1 Accepted Answers:	
Referent Power	
6) Which of the following tactic leaders use to appeal people's values and ideals or seek to arouse their emotions to	gain commitment for a request 1 poin
or proposal?	
Consultation	
© Exchange	
Rational Persuasion	
■ Inspirational Appeals	
Yes, the answer is correct. Score: 1	
Accepted Answers: Inspirational Appeals	
порнинови гурочно	
 There is a distinction between leaders and managers that says leaders do the right things whereas managers	1 poin
Do ambiguous things	
Control things	
Do things right	
Yes, the answer is correct. Score: 1	
Accepted Answers:	
Do things right	
8) leadership is the sharing of power and influence, with one person remaining in charge.	1 poin
Moral Leadership	
Ethical leadership	
Shared Leadership	
□ Inclusive Leadership	
Yes, the answer is correct. Score: 1	
Accepted Answers: Shared Leadership	
Onared Leadership	
State true and false Theory Y managers tend to take a pessimistic view of their people, and assume that they are dislike work.	e naturally unmotivated and 1 poin
○ True	
False	
Yes, the answer is correct.	
Score: 1 Accepted Answers:	

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Role of Ethics and Values in Organisational Leadership
Leadership Behavior
Leadership Pipeline
 Assessing Leadership Behaviors: Multi-rater feedback instruments
Quiz: Week 5: Assignment 5
 Solution for Week 5
Week 6
Week 7
Week 8
Week 9
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Week 5: Assignment 5

1 point

- Assignment submitted on 2024-02-27, 23:33 IST Balanced processing
 Internalized moral perspection
- Self-awareness
- 2) Which of the following is not the myth about servant leadership?
- Servant leadership means giving up power to employees
 A servant leader is abdicating responsibility for success. Servant leaders don't care about customers or shareholders.

 Servant leaders empower their people, coach, and train them
- Yes, the answer is correct. Score: 1 Accepted Answers: Servant leaders empower their people, coach, and train them
- Leaders rated highly _____ tend to have followers we problems to the leaders' attention.

- Accepted Answers: Ethical
 - - Rule-based thinking
 - Accepted Answers: Ends-based thinking
 - 5) State true OR false Pers ehaviors.
- True
 False
 - - 6) Which of the leadership style emphasize on responsibility also lies at the upper echelons of the organization and however, instead of inducing erformance through the threat of punishment, and therefore fear, employees are instead motivated through a reward system? 1 point
 - Benevolent authoritative
 Exploitative authoritative

 - Consultative
 Autocratic

 - 1 point

 - Team (9-9) Management Style
 Impoverished Management (Indifferent) (1,1)
 Middle of the Road (5-5) Management Style
 Authority-compliance (9-1) Management Style
 - Yes, the answer is correct. Score: 1 Accepted Answers: Middle of the Road (5-5) Management Style

 - An ability to accurately perceive and anticipate other's expectations.
 An ability to incorporate information about the other person's expectation.

 - Accepted Answers:

 An ability to be self-centered and often want things to be done in own way only.

 - Assets and liabilities

 - Accepted Answers: Strengths and Weaknesses
 - 10) Which of the following factor of leadership beh
 - Team Linker
 Values Champion

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 Managerial Incompetence and Derailment
Negotiation and Leadership
Leadership in Crisis Situation
The Situation and The Environment
Quiz: Week 6: Assignment 6
 Solution for Week 6
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Week 6: Assignment 6

Assignment submitted on 2024-03-06, 12:02 IST

- Moral Leadership
 Constructive Leadership
 Ethical Leadership

- 2) What is the full form of VUCA?
- Velocity, Uneasiness, Composition, and Ambiguity
 Victory, Unattended, Complex, and Ambitious
- Volatile, Uncertain, Complex, and Ambiguity
 Vocal, Uncertain, Competition, and Ambience
- Score: 1
 Accepted Answers:
 Volatile, Uncertain, Complex, and Ambiguity
- 3) State true or False Destructive leadership can occur only at top-level in organizations 1 point True
 False
- Accepted Answers: False
- Accepted Answers: Managerial Derailment
- Episodic managerial incompetence
 Chronic managerial incompetence
- - Leadership Competence
 Managerial Effectiveness
 - - Yes, the answer is correct. Score: 1 Accepted Answers: Chronic managerial incompetence

 - 1 point
 - Leadership
 - Yes, the answer is correct. Score: 1 Accepted Answers: Strategy

 - Brown-nosersSlackers

 - - Which of the following negoti effort to achieve one's own ends?

 - Avoidance
 Competition
 Accommodation
 - Collaboration

 - Accepted Answers: Accommodation
 - 9) Which of the following term define the "What"—that is, the spe
 - People
 Resources Assets
 Goals
 - Yes, the answer is correct. Score: 1 Accepted Answers: Goals

 - 10) Which of the following term refers to the deg desired goals? Task Structure
 Task Interdepende



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Week 7: Assignment 7

1 point

Assignment submitted on 2024-03-13, 13:25 IST

- Who defined Team as, "A team is a small group of people with complementary skills coperformance goals." 1 point Katzenbach, J.R. and SmithG. Moorhead
- R.W. Griffin
 W. Dyer

- Accepted Answers: Katzenbach, J.R. and Smith

- The ability to understand the significance of elements in relation to one's goal
 Projection of future actions using knowledge of elements in previous levels.
- Accepted Answers: The ability to perceive the state of relevant elements in the envir
- - - Partners
 Politicians
 Subordinates
 Contributors

 - - Yes, the answer is correct. Score: 1 Accepted Answers: Politicians

 - Followers do no more than abide by the policies and procedures surrounding change requests.
 Followers willingly engage in those activities needed to make the change request become reali

 - Accepted Answers:
 Followers either ignore or actively sabotage change requests

 - Accepted Answers
 True

 - According to Schein's four key aspects of the culture.
 - - Myths and Stories
 Symbols and artifacts

 - Accepted Answers: Symbols and artifacts

 - Accepted Answers
 Compensation

 - Committees
 Informal groups

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Course outline About NPTEL How does an NPTEL online course work? Week 0 Week 2 Week 4 Week 5 Week 6 Week 8 Leading Teams: Enhancing Teamwork within a Group The Leader's Role in Team-Based Organizations Solution for Week 8 Week 9 Week 11 Download Videos Weekly Feedback Transcripts

Week 8: Assignment 8 The due date for submitting this assignment has passed.

Assignment submitted on 2024-03-19, 18:19 IST

- It leads to stronger identification for new hires.
 It enhances self-esteem by emphasizing commonalities.

- Accepted Answers: It encourages individuals to align with high-status groups.

- Performing
- Yes, the answer is correct. Score: 1
- Accepted Answers: Norming

- True
 False
- Accepted Answers:
- Role expectation

Role Perception

Accepted Answers: Role Perception

4) An individual's view of how he/she is supposed to act in a given situation is

- Appearance Norms
- Allocation of resource norms
 Social Arrangement Norms
- - - Accepted Answers:

 Adjusting one's behavior to align with the norms of the group

 - 7) What is deviant workplace behavior?

 - A behavior that strictly adheres to organizational norms.
 Voluntary behavior that violates significant organizational

 - Behavior that encourages teamwork and collaboration
 A behavior that aligns with workplace civility.

 - Antisocial behavior or workplace incivility

 - Accepted Answers:
 Antisocial behavior or workplace incivility.
 - Context
 Composition

 - 10) 'Leadership and Structure' is a Team Composition factor that significantly relates to team performan
 - True
 False
 - Accepted Answers: False

- - - - 1 point

1 point

1 point

1 point

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Week 9: Assignment 9

1 point

1 point

1 point

1 point

Assignment submitted on 2024-03-27, 23:42 IST

- 1 point To facilitate effective communication within the team
 To guide decision-making on whether to act and how to do so
- Yes, the answer is correct Score: 1
- 2) In the Hill Model of Team Leadership, what does the leader need to de
- The individual team member responsible for team effect
 The appropriate team norms to implement

- Accepted Answers: Whether the action should be directed inward, outward, or both
- - Increase in grievances or complaints

 High levels of initiative and innovation
- Individual skill development
 Physical fitness improvement
 Building tearnwork and leadership skills
 Technical knowledge enhancement

 - Accepted Answers: Building teamwork and leadership skills
 - 5) How does offsite training contribute to tea
- By providing technical knowledgeBy emphasizing individual achievem

 - By confronting physical challenges and exceeding limitations
 By focusing on theoretical concepts

 - Score. I Accepted Answers: By confronting physical challenges and exceeding limitations

 - 6) Actual team effectiveness is a sum of pote
 - True
 False

 - Accepted Answers: False

 - 8) Which of the following is not a category in which majority of team processes fall into
 - PotentialTransition
 - Action
 Interpersonal

 - Accepted Answers: Potential

Chuck and Cindy defines team coaching as: 'Helping the tr through reflection and dialogue.'

10) Which of the following is not one of the five fundamental coaching roles as identified by Reich?

- Accepted Answers: Mentee

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Weekly Feedback **Transcripts**

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Week 10: Assignment 10
The due date for submitting this assignment has passed
Assignment submitted on 2024-04-03, 21:01 IST
                                                                                                                                                                                 1 point
     Goals, Abilities, Perception and Standard
Governance, Accountability, Performance, and Skills
   Accepted Answers:
Goals. Abilities, Perception and Standard
 2) How does the GAPS model contribute to personal and professional development?
                                                                                                                                                                                 1 point
   Accepted Answers:

By building skill, knowledge, and behavior through goals, abilities, perceptions, and standards
    True
False
  Accepted Answers
                                                                                                                                                                                 1 point
   Accepted Answers:
A small group working on real problems, taking action, and learning
     By focusing solely on individual learning without team or organizational improvement
  score. - Accepted Answers:

By developing creative, flexible, and successful strategies to pressing problems and developing leaders.
    True
False
   Yes, the answer is correct.
Score: 1
Accepted Answers:
False
  8) What is a key benefit of action learning at an individual level?

    Focusing solely on the technical skills without enhancing personal leadership and soft skills
    Enhancing personal effectiveness, productivity, leadership skills, and self-awareness through reflection and practice
   ocone. .
Accepted Answers:
Enhancing personal effectiveness, productivity, leadership skills, and self-awareness through reflection and practice
   Accepted Answers:
Participants self select
```

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About NPTEL How does an NPTEL online course work?

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Week 11: Assignment 11

The due date for submitting this assignment has passed

Assignment submitted on 2024-04-03, 21:02 IST

- - Accepted Answers: Utilizing visual aids

 - Sir John Whitmore
- Week 10
- Week 11
- Women in Leadership Roles
- Building Effective Relationship with Subordinates and Peers

- Quiz: Week 11: Assignment
- Soultion For Week 11
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- - Speaking rapidly for excitement.Utilizing visual aids.
- - Stephen CoveyDale Carnegie

 - Cooking techniques

 Setting goals, improving performance, and coaching
 - Financial planning
 Time management

 - core, i ccepted Answers: etting goals, improving performance, and coaching

 - Yes, the answer is correct. Score: 1 Accepted Answers: 4

 - 5) Which of the following is not an step in the GROW model of coaching?

 - Accepted Answers Make a decision

 - Overcoming difficult emotions and defining new goals in the coaching process
 Ignoring the emotional context of a situation.
 - Accepted Answers:

 Overcoming difficult emotions and defining new goals in the coaching process.

 - Accepted Answers Dr. Angus McLeod

 - By promoting a goal-setting approach only.
 By providing rigid structures for overcoming emotions.
 By focusing on the context and emotion of a situation to define and act towards new goals.

 - Accepted Answers:
 By focusing on the context and emotion of a situation to define and act towards new goals

 - Yes, the answer is correct. Score: 1 Accepted Answers: Asking questions.
 - 10) Mentoring in an organization: Is always a mandatory and structured process.
 Involves a senior manager grooming a junior personal structured process.
 - Only occurs between employees of the same level.
 Is not focused on the mentee's growth and develop

1 point

1 point

1 point

1 point

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Course outline

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Quiz: Week 12: Assignment 12

Weekly Feedback

Week 12: Assignment 12

Assignment submitted on 2024-04-17, 23:16 IST

1) What does research suggest about performance improve

They are easier to ignore.

They discourage assessment.

They lead to goal failure.

Helpful
Direct
Specific
Descriptive

Accepted Answers: Direct

Sticking to rigid opinions.
Being adaptable and open to discussion
Avoiding feedback altogether.
Providing vague comments.

Accepted Answers:
Being adaptable and open to discussion

5) Constructive feedback should be pro

Accepted Answers: False

Mirroring the message.
 Asking probing questions.

Accepted Answers:
Providing direction, evaluation, or personal opinion

Focuses on the original problemMirrors the message.

To provide instructions.

To reflect the message in different words

Accepted Answers:
To acquire additional information and gain insight.

To provide personal opinions.
To impose control over the conversation.

1 point

1 point