**PART ONE**

**Fill-in-the-Blank (Exact word answers are required)**

**Total points: 50 (5 pts. per question)**

1. When coaching, **querying** is a technique where you ask provocative questions to spark “epiphanies” or “ah-ha” moments which can radically shift a line of thinking.
2. The 4-levels in the Iceberg Model are events, patterns, **structure**, and mental models.
3. As a manager, to address items that are in your circle of concern, you must first concentrate on items in your­­­­­­­­­ **circle** of **influence**.
4. According to Edward Schein, the 3-levels of organizational culture are artifacts, values, and **basic assumptions**.
5. As a manager, you can benefit from **the mutual dependence and** build a productive relationship with your boss by focusing on compatible work styles, mutual expectations, information flow, dependability and honesty, and good use of time resources.
6. When someone wants to deliver a message, they encode and then send the message to the intended recipient who must decode the message from within their own **field of experience**
7. ­­­**Trust** is critical to the cooperative behavior that leads to the success of all teams but is especially important in virtual teams.
8. In Acquired Needs Theory of Motivation, the need for **affiliation** is the desire to the desire to establish and maintain friendly and warm relationships with others.
9. To be an effective leader you have to be good at two types of change: paradigm enhancements and paradigm ­­­­­­**shifts.**
10. When you become the boss, you initially won’t have the feeling of more freedom, instead you will feel constrained by organizational **­­­interdependencies**.

**PART TWO**

**Short Answer (150-300 words maximum)**

**Total points: 50 (25 points per question)**

1. For the last three years Lex has been managing cohesive and efficient team at a research firm. As the leader of one of the highest performing departments, he is often recognized by the executives for his ability to support his subordinates in completing their tasks. And his team respects and appreciates him as their manager. However, this year, the team has been struggling to complete one of their projects. Lex notices that the team has become complacent and disinvested in accomplishing the tasks and goals assigned to them. The team is struggling to stay motivated. *Name the three factors in the Expectancy Theory of Motivation that Lex could help explain their lack of motivation. Based on these factors, friefly offer examples or suggestions of how Lex could motivate his team to accomplish their goals and complete their project.*

* The Expectancy theory states that employee’s motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality).

1. **Valence** is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals.
2. **Expectancy** is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job.
3. **Instrumentality** is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of relationship between performance and outcomes.

Based on the above factors it seems that Lex’s team members were not given the rewards that they expected for the work they did and now they feel that even if they put in the effort, they are not going to be rewarded accordingly. Hence they have become disinvested in completing the project. The steps that Lex can take here to mend this are below:

* Firstly, he can understand what the employees expect as a reward.
* He can then become the bridge between the HR and the employees in setting realistic expectation with the employees.
* He can try shifting their focus from the rewards to the impact that their work would have on the customers and how they are going to touch the many lives.

2. Because of downsizing and layoffs at her biotech firm, Soniya got a new department to manage. Previously she had managed the inspection and validation department. Now she must manage a new integrated manufacturing department pulled together from the remains of several group’s members left after the downsizing. *What are the five stages of rebuilding a team’s trust that she should pay attention to? What level of trust needs to be fostered at each of the levels, and what would you suggest she do to as the team leader to create and sustain trust for her manufacturing group considering the reorganization?*

* The five stages of rebuilding a team’s trust are:

1. **Establishing the team:** This is the initial stage of team building, and Soniya should form her team based on the strengths of each of the team members and the requirements of the team. Since the team is new and unaware of each other, it is her duty to make sure that the team members get to know each other and share their strengths and weaknesses with each other which might help the team in the future. This is a stage where there is dispositional trust. This is the foundation for the development of trust in the team.
2. **Inception:** The trust at this level is swift. At this stage, Soniya needs to build bonds of cohesion for the development of trust. At this level, the team does have trust in one another but has no experience of working in a team. They are unaware of the working styles of one another. Soniya needs to become a bridge between her team members in building connectivity. She should engage the team members in some sort of team-building activities which would help them to establish bonds.
3. **Organizing:** At this stagethe team trusts in the fellow teammates’ ability and integrity. Soniya should organize. She can organize activities that are associated to the work and she should encourage participation from all team members. She should acknowledge and commend the suggestions of individual members to the whole team. She should not exclude the non-contributing members.
4. **Transition:** This is the stage where the trust will transition from ability and integrity to benevolence and integrity. In this stage, Soniya has to move her focus from procedures to accomplishing tasks. She can encourage individuals to focus on their work and move it to completion.
5. **Accomplishing the task:** In this stage, the trust moves from individual benevolence and integrity to teammates’ benevolence and integrity. Here Soniya should encourage the teammates to put the team first. She should encourage members to express their appreciation of each others’ contributions.

3. Ken, a sales manager at Emergent Biosciences, was promoted to a managerial position at headquarters. In this role, he was responsible for salespeople who serviced his company’s largest accounts. His new boss told him that his primary job was to influence others’ success more than achieve new goals himself or socialize with his subordinates. However, given his success as a salesman, Ken did not agree with his boss’s directive and decided to lead by demonstrating his need and ability for achievement. After some time, it became evident that he was a poor manager, having little positive impact on those who worked for him. They felt that little responsibility had been delegated to them. He never rewarded them but only criticized them. And the office was poorly organized, confused, and chaotic. *Name the six types of positional power that Ken can invoke to help him in his new position and briefly describe an example of how he might use each of them to help him advance in his new role.*

* The six types of positional powers that Ken can invoke to help him in his new position are as follows:

1. **Legitimate Power:** This is the power you have “by-the-book”. When you are appointed in a leadership position, legitimate power is what you get. Ken here is definitely a leader by the position. But he lacks to exhibit his power as one. He has various responsibilities and power and should hence start behaving like a leader rather than a salesman.
2. **Reward Power:** This means you can give people some reward. Ken here can exhibit leadership by rewarding the employees based on the work they do. This will definitely encourage the employees to perform in a better way.
3. **Coercive Power:** This power gives you the authority to impose punishments on people. A good manager does not only praise you but also gives you constructive feedback when he sees that you are lacking behind. Ken here needs to do the same thing. He should give constructive feedback to his employees who are lacking to show them the correct path for their growth.
4. **Referent Power:** The power to make people believe in you is the referent power. Ken here is an exceptional salesman. He can enlighten his employees with his wisdom so that the employees know the struggle that he has done and also start believing that he is the one who will understand and help them.
5. **Expert Power:** This power is developed by the expertise you have in your field. Though Ken here is not an expert leader but he is an expert salesman. He can leverage this position to become a good leader as well. He can motivate his employees by his stories and let them know the steps to success. In this way his employees will succeed and in turn, he will become a good manager.
6. **Information Power:** This power is the ability to withhold information. Being a manager, Ken has a lot of information. But it is very important that he understands what information is to be passed to his employees. For example, the list of year-end bonuses need not be discussed with everyone. Each person should know only about himself and not others.

4. Kira has been on the coding team in her engineering firm about three years. She feels she has hit the ceiling of what she will be able to learn in the role. She’s an excellent and talented employee and her manager April does not want the company to lose her. When Kira begins to express her struggles with how or where to grow professionally, April schedules a one-on-one meeting. *Describe the eight-coaching skills April will need to use in this meeting to understand Kira’s growth goals and help her to move towards achieving them, ideally within the company.*

* The eight coaching skills that April can use are as below:

1. **Attending:** April needs to listento Kira’s problems attentively. She needs to make sure that Kira feels that she has her full attention.
2. **Acknowledging:** April needs to bring out the best in Kira by letting her know of her strengths. She needs to remind her of her importance and contributions in the team and how valuable they are.
3. **Querying:** April needs to ask provocative questions to get to the root of the problems so that she can help promote Kira’s growth as well as the growth of the company.
4. **Reflecting:** April needs to reflect back in time with Kira to see what went well and what could have been done differently so that Kira is comforted and feels that the company is thinking about her growth as well.
5. **Indicating Respect:** Thisis one of the most important technique. April needs to make Kira understand how important she is to the company and how each and every member trusts her ability.
6. **Self-Disclosure:** April can also lead from personal stories. She can quote a story where she was caught in the same situation and how she tackled it. This can help Kira understand that even being at the same company she can still grow.
7. **Immediacy:** April needs to understand that Kira is unhappy with the stagnant growth in the company and hence wishes to switch. Hence April should give her various options where she can find new learnings and can also facilitate the existing responsibilities she has. She should discuss the various options available in the same company for her.
8. **Summarizing:** In the end when April and Kira have come to a conclusion, April should summarize what went well in the meeting and that Kira’s growth is as important to them as the company’s growth and that the company will help Kira in any possible manner that they can.

**PART THREE**

**Case Study (3 page maximum)**

**Total Points: 100 (see rubric below)**

Case studies, like the four cases we read in class this semester, are often used as managerial laboratory exercises. “Table top” exercises are simulations, similar to case studies, that can be used for managers to think through, experiment, and plan for potential future situations. The final section of the exam will be to participate in a “table top” exercise and write one last case study.

**First:** Complete the “Leadership Simulation; Patient Zero” that is available in your Harvard Business Press Course Pack.

**Second:** Write a case study. Reflect on the challenges you personally faced in completing the simulation (challenges), analyze the causes at the root of the challenges you faced (root cases), and create an action plan for the country’s leadership for the future so there’s potential to achieve a better outcome than you experienced in the simulations (recommendations). As always, make sure you’re writing is clear, persuasive, and include and properly cite additional research to support your analysis, positions, and assertions (writing & research).

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**Executive Summary**

The nation is hit by a Z1V1 virus and there is an outburst of an epidemic. The government took various drastic measures to save its people from this outburst. But there were various decisions that were incorrect and affected the lives of various people.

**Introduction**

The peaceful nation was hit by the Z1V1 virus and soon it turned out to be an epidemic. Since this was a communicable disease, the government had to take several measures to control the spread of this virus. It was a fatal one. People were losing their lives and the country was falling apart. Pharmaceutical companies were coming up with various vaccines but none of them were full proof. The government here laid several policies to help protect the human community but people were resilient to follow the orders. This case study discusses the various measures taken, their effects, causes, and a few recommendations that would have helped curb the epidemic.

**Main Challenges**

* *Playing with the sentiments* – The religious people wanted to celebrate a festival that would have put them at risk of contracting the disease. Even though many individuals were aware of the danger, they were nonetheless motivated to celebrate the celebration. This was a huge challenge for the government because it was necessary to stop the pilgrims but if such a thing is done then people’s sentiments would have been hurt and they might act in an outrageous manner. Controlling the epidemic and people without hurting the religious sentiment was one of the main challenges.
* *False Positives* – A flaw in the testing equipment was discovered, resulting in a 20% inaccuracy in the test results. As a result, false positives were recorded various times, and people who did not contract the disease were also put into quarantine centers which might prove fatal. Due to a lack of better options, the government had to rely on the effectiveness of the testing equipment available.
* *Initial steps –* The government failed to figure out the initial signs of the virus and this was the first mistake that they did. After it turned into an epidemic it became difficult to control it. Since it was the first time, such a virus had attacked people, doctors did not have proper medication to cure it.

**Causes**

* *Religion first* – For the older generation, who believe in god and not science, it is no way that they will put their religious sentiments aside and follow the government guideline. For them, god and their religious beliefs take an upper hand and no one can hinder those. This was one of the main causes which acted like adding fuel to the burning fire. The government banned the pilgrimages and laid strict rules for the same. But a few social workers acted as if these rules meant nothing and they were still going to march to the temples as their god will save them from the epidemic.
* *Testing options* – The epidemic was fast spread and there were no proper medications that the government had to cure the same. Also, the time span in which the epidemic had spread was very short and hence there was no time for proper testing of the testing kits available. There was only one pharmaceutical company that could come up with a testing kit that was 80% accurate. This was the best the government had and had to go ahead with the same. Though there was a 20% risk but the rewards were way better than the risks here and the government had no other option to weigh the results. Lack of options and time were one of the main root causes.
* *Negligence –* The nation had a very highly dense population and if the government would have taken the proper corrective measures, this virus would have not turned into an epidemic. But government’s negligence turned out to be one of the root causes of this epidemic. Also, no one had seen such an epidemic in their lifetime and hence were not prepared and were unaware of what can be done. All they had to do was trial and error. They imposed a policy and validated the results. If the results looked promising, the government went ahead with it, or else a new policy was imposed.

**Recommendations**

* *Power of science and media* – Some people are set in a certain way and it is difficult to mend their beliefs. But here the government could have used the power of media to explain the power of science to the people. The government could have used media as a means to convey what science can do over god and what the doctors are doing to save the many lives. Also, instead of banning the people from going on pilgrims, the government could have shut down the temples temporarily and should have comforted the people by stating the benefits of the same. The government could have imposed a complete lockdown which would have helped minimize the spread. Lockdowns at the correct time have proved to be beneficial. Swiss was attacked by one such epidemic and they imposed a lockdown during the first wave and when they did an analysis, they found that the lockdown helped them save 11,200 deaths.[1]
* *Cost Effective* – The testing kits act as a foundation for the cure of the epidemic. If a person is properly tested, and we know how much the virus-infected that person, then an appropriate cure can be given to him. Hence the government should streamline the process of creating the testing kits to eliminate the 20% risk that it possessed. To do so, the government should make the process of creating a testing kit a waterfall model. Once the testing kit is out, there should be continuous upgrades to it. Also, these testing kits were very expensive and hence the people below the poverty line could not afford them. The government should give these tests at a subsidized rate so that everyone can afford them hence facilitating the government with the accurate number of infected people which would help them make better arrangements. The government can also come up with the home test kits which help facilitate the testing at home. In this way the reach of the tests can be broadened and people can test with affordable prices at their home.[2]
* *Preparedness* – No one had seen such an epidemic and hence people were clueless on how to react. People were even not aware of the seriousness of this disease. There are various steps that we can take to prepare ourselves for such an outbreak. The first and foremost being, the government conveying the correct message of how dangerous the outbreak is and how fast it spreads. This makes people aware to take some necessary precautions which indeed help the government to control the spread. The other few being:[3]
  + Learn how diseases spread.
  + Gather supplies in case you need to stay home for several days or weeks.
  + Create an emergency plan
  + Review your health insurance policies
  + Get vaccinated
  + Take actions to prevent the spread of disease

**References**

[1] Nicolo Gatti, Beatrice Retali. (2021, Aug 12). Saving lives during the COVID-19 pandemic: the benefits of the first Swiss lockdown. <https://pubmed.ncbi.nlm.nih.gov/34401401/>

[2] Damon Darlin (2022, Jan 19). 5 Things You Should Know About ‘Free’ At-Home Covid Tests. <https://khn.org/news/article/5-things-you-should-know-about-free-at-home-covid-tests/>

[3] Ready.gov (2021, Nov 18). Pandemics. <https://www.ready.gov/pandemic>

[4] Christopher Robichaud. Leadership Simulation – Patient Zero. <https://hbsp.harvard.edu/coursepacks/939325>