

CASE STUDY

New Boss and his Leadership Style For Several months employees of a large corporation have been very dissatisfied with the new division head. Before the arrival of the new division head, the department had functioned as a cohesive, effective unit, combining hard work with equal amount of leisure. The new division head has very strong idea about the types of environment his employees should have. As one supervisor puts it, it resembles a full scale military operation. No longer are occasional informal gatherings during office hours. The bottom line has become productivity first, with the employees' feelings being considered as an afterthought. Grass-root employees as well as supervisory personnel are very upset about the changes in structure, and their dissatisfaction is beginning to show up in their performances. Because of the decreased productivity levels, the supervisors have been informed that if they don't shape up their subordinates, "the axe will fall on several heads". The frustration and anger is now beginning to come to a full boil and the supervisors have decided to meet to discuss the situation.

Questions:

- a.** Identify the leadership style of the division head from the angle of Managerial Grid.
- b.** From the view point of theory of X and Y, what assumption did the new head make about the way in which people work most effectively?