



Institute of Management
JK LakshmiPat University, Jaipur
END TERM EXAMINATION 2017
SET-I (Special Exam)

MBA Sem-III

Subject code: MBAHR302

Course: Leadership and Change

Time: 3 Hours

MM: 50 Marks

Instructions: Attempt any three questions from Section A. Section B is compulsory.

Section A

1. a. Describe the inherent bias of LMX theory and how it can lead to unintended consequences? [5 marks]
b. What are some things that leader should delegate and should not delegate? Give reasons for each [5 marks]
2. a. What is groupthink, and under what condition it is likely to occur? [5 marks]
b. Describe the factors that generally contribute high levels of team cohesion. [5 marks]
3. a. 'Culture is the character of an organization' Discuss. Briefly discuss two important functions which are served by the culture. [5 marks]
b. Briefly explain organizational practices that can help foster an ethical work environment. [5 marks]
4. a. Comment on this statement "Google is so successful it does not need to change anything in its strategic framework" [5 marks]
b. Describe the role of leadership in successful change implementation. [5 marks]
5. a. Write brief note on (i) Strategic vision (ii) Cross- functional teams [5 marks]

- b. Would you predict that person with a strong agreeableness personality dimension would be successful computer programmer? Why or why not? [5 mark]

Section B

Analyze the given case and answer the questions.

On May 21, 2004, Mark Thompson (Thompson) was appointed Director General of the British Broadcasting Corporation (BBC), the world's first public broadcasting corporation. The immediate task on Thompson's hands was to reform the 82-year-old BBC, which had been severely criticized in the Hutton Report. The Hutton Report, which went into a BBC report on the British Government's claims about Iraq's weapons of mass destruction, described the BBC's editorial system as defective and said that the editors had not scrutinized the script before it was aired. It also found fault with the BBC's management for having failed to act on a complaint given by the Government saying that the report by BBC correspondent Andrew Gilligan was false.

On January 29, 2004, following the publication of the Hutton Report, Greg Dyke (Dyke), Thompson's predecessor, who had stood by Gilligan's story, resigned. In January 2000, Birt was replaced by Dyke, CEO of Pearson Television. Dyke, who took over as Director General on February 01, 2000, found the BBC's organizational structure extremely complex. There were far too many layers and the organization was much too bureaucratic. He immediately announced the creation of the "One BBC" program where various departments and their employees would cooperate with each other and work toward achieving common goals. Since the early 2000s, the license fee charged by the BBC had come under severe criticism. In August 2003, the Conservative Party, the second largest political party in the UK, charged that the viewers were paying for programs that had been copied from commercial channels and demanded that the fee be cut. It said that the BBC was getting an unfair advantage by receiving £2.7 billion as annual fee. Thompson took charge on June 21, 2004. He was quick to acknowledge the efforts of Dyke, but emphasized that the corporation would require some 'real and radical changes' to sustain itself in the coming years. On his very first day, he announced the restructuring of the BBC's executive committee, the first of the many steps toward creating a simpler and more effective organization structure. The executive committee was divided into three boards - creative,

journalism, and commercial - covering the principal activities of the BBC. Thompson headed the creative board. Thompson also announced that the other businesses of the BBC such as production, commercial businesses, and commissioning would be reviewed with the sole aim of cutting costs and improving the efficiency of the organization as a whole. He said, "We're going to have to change the BBC more rapidly and radically over the next three to five years than at any previous point in its history. It feels like the task of really changing the BBC has only begun." A number of people felt that Thompson had come in at a critical time when the BBC's integrity was under question, employee morale was down, and the impact of digital technology was looming large.

The committee submitted its report on June 23, 2004, a day after Thompson took charge as the Director General of the BBC. The Neil Report called for a vast improvement in the training process of the journalists. It suggested establishment of a college of journalism and a greater role for editors and lawyers in the BBC's editorial process. The committee wanted the BBC to continue to broadcast reports based on a single source but only after proper examination. It emphasized that only the most accurate information should be given to the public. On June 29, 2004, the BBC announced its Charter manifesto called 'Building PublicValue' aimed at providing value to its customers in the wake of changing customer preferences and the competition. The Charter manifesto, which consisted of BBC's proposals for the coming years, would be sent to the government to peruse while reviewing the Royal Charter. The manifesto justified the continuance of the license fee and the Charter for the next ten years. In the wake of criticism over the license fee, Thompson announced sweeping measures in the nine-point manifesto.

In the first week of December 2004, Thompson began implementing the manifesto by announcing a new vision aimed at making the BBC a more creative and efficient digital broadcaster. He announced that his vision had three aspects - 'a bold new program and content strategy based above all around the idea of excellence,' 'a transformation of the BBC into a state-of-the art digital broadcaster,' and 'an irreversible shift in the culture of the BBC toward simplicity, opportunity, and creativity'. In the last week of June 2005, the BBC launched the BBC Journalism College at an investment of £5 million to train journalists working in various divisions of the BBC such as news, the World Service, etc. As opposed to the concept of classroom training, the instructions were imparted through interactive e-learning sessions, seminars, and workshops (conducted by Neil) at various locations across the globe. They

predicted that the journey further down the road would in no way be an easy one for him. However, analysts were confident about Thompson's capability to solve at least some of BBC's problems.

Tessa Jowell (Jowell), Secretary of State for Culture, Media, and Sport, believed that Thompson was the right man for the post under such circumstances. Jane Root, Former Controller of the BBC-owned BBC2, said, "He thinks very strategically about the big issues in television, and that is more than anything what the BBC needs its new director general to do. There is going to be an incredible amount of turbulence in television in the next few years; Mark was always a big-range thinker who didn't just think about the here and now." The BBC was created on October 18, 1922, as the British Broadcasting Company, by a group of wireless manufacturers including Guglielmo Marconi (Marconi), inventor of the radio. Regular broadcasting began from Marconi's London studio on November 14, 1922.

The company's mission was 'to inform, educate, and entertain'. In 1927, the company's name was changed to the British Broadcasting Corporation and it was granted a Royal Charter, which put it under the control of the UK government. The Charter defined the BBC's objectives, powers, and obligations. The BBC was operated through a 12-member Board of Governors, who acted as trustees and ensured that the organization was accountable for its work to the public while maintaining its independence in reporting news. The day-to-day operations were managed by an Executive Board, which consisted of nine members and was led by a Director General. The BBC, which had no competitor at that time, gained revenues only through a license fee (10 shillings), set by the British parliament and paid for by radio owners. It was not allowed to indulge in commercial activities such as advertising. In 1932, the BBC began broadcasts (BBC Empire Service) outside Britain for the English speaking people under the then British Empire. After starting experimental broadcasts in 1932, the BBC officially started television services in November 1936, under the name BBC Television Service. It also issued 8.5 million radio licenses covering around 98 percent of Britain's population. However, during the Second World War, television broadcasts were suspended for security reasons and these recommenced only in 1946. Though television services were suspended during the War, the BBC continued with its radio broadcasts. The corporation earned a reputation for honesty and accurate news reporting and its 9 o'clock news became very popular. Until 1982, there were only four television channels in the UK - BBC1, BBC2, ITV, and Channel 4 - all of which used the terrestrial television broadcasting method to air their programs.

Questions:

1. Mark Thompson was quick to acknowledge the efforts of Dyke, but emphasized that the corporation would require some 'real and radical changes' to sustain itself in the coming years. Discuss the various steps in the change process. [5 marks]
2. Thompson said, "We're going to have to change the BBC more rapidly and radically over the next three to five years than at any previous point in its history. It feels like the task of really changing the BBC has only begun". In this regard, examine the various changes initiated by Mark Thompson in BBC. [5 marks]
3. With respect to the caselet, discuss how BBC grew from being a radio broadcaster to become a popular television news channel. [5 marks]
4. Sketch the leadership style of Mark Thompson. [5 marks]