Please attempt all the questions. Each question is of 10 marks.

**Section A**

Q1. Johari Window is an established model to understand the linkages between exploring self and effective interpersonal relationships. Illustrate what the different panes of the model indicate and the actions that are desired to enhance interpersonal relationships. You may provide example to support your answer.

Q2. “Personality traits can be good indicators of success in life.” Do you agree with this statement? Explain with supporting examples drawn from your own surroundings and relate with Big-Five traits. You don’t need to define the traits.

**Section B**

**Case Study:**

(*adapted from: Leadership Lessons from India, by Peter Cappelli, Harbir Singh, Jitendra V. Singh, and Michael Useem, From the HBR Magazine, March 2010)*

Vineet Nayar, CEO of the Indian IT services giant HCL, likes to rock the boat. Asked what he wished his greatest legacy to be in five years, Nayar responded without missing a beat: “That I have destroyed the office of the CEO.” He led the charge that gave rise to the company’s bracing motto, “Employee first, customer second”—an idea that would give many managers hives. And he invited employees to evaluate their bosses and their bosses’ bosses; then he posted his own review on the firm’s intranet for all to see, and urged others to follow his lead.

What’s Nayar up to? Pressed to explain, he told us that he sought enough “transparency” and “empowerment” in the company that “decisions would be made at the points where the decisions should be made”—that is, by employees, where the company meets the client. Ideally, he said, “the organization would be inverted, where the top is accountable to the bottom, and therefore the CEO’s office will become irrelevant.”

HCL with nearly 55,000 employees and a market cap of $24 billion, is growing even faster than India’s red-hot economy. Nayar is doing something right, and, as we found in a yearlong study of Indian executives, his leadership approach is closer than not to the norm among India’s biggest and fastest-growing companies.

*Nayar was born and spent most of his childhood in Pantnagar, a town in the foothill of Himalayas in the state of Uttarakhand. He completed his schooling from Campus School Pantnagar. He studied for a B.Tech in mechanical engineering from the College of Technology of G. B. Pant University of Agriculture and Technology and a Master’s in Business Management at the XLRI- Xavier School of Management, Jamshedpur in India. (source: https://en.wikipedia.org/wiki/Vineet\_Nayar)*

Q3. Are leaders born or made? Elucidate with the help of classroom discussions and readings on personality traits and leadership.

Q4. Illustrate on Vineet Nayar’ s leadership style. Your answer must draw inference from the case study.