



CASE STUDIES

Leadership & Team Building Skills

UNIT I – Leadership Theories Case Study

Case: Rising Without Authority

Nikhil has been appointed as project coordinator in a software firm despite not holding a managerial title. He must lead experienced engineers older than him. Some team members resist taking direction, questioning his credibility.

Questions for Students:

1. Which leadership traits will help Nikhil become effective?
2. How can interpersonal competence improve his leadership effectiveness?
3. Which leadership theory best explains this situation?
4. Suggest leadership actions Nikhil should adopt.

UNIT II – Leadership Styles Case Study

Case: One Style Fits All?

Ms. Kavitha, a department head, applies a strict autocratic leadership style with all her subordinates. Junior staff feel intimidated while senior staff feel demotivated due to lack of consultation.

Questions for Students:

1. Identify the leadership style followed by Ms. Kavitha.
2. Discuss its advantages and disadvantages.
3. What alternative leadership styles would improve team performance?
4. How can cultural awareness modify leadership approach?

UNIT III – Leadership Skills Case Study

Case: The Coaching Gap

Arun, promoted to team leader, focuses heavily on meeting targets but neglects coaching his team members. Team morale falls and employee turnover increases.

Questions for Students:

1. Differentiate leadership and management in Arun's context.
2. How does coaching improve team engagement?



3. Suggest ways to establish a constructive team climate.
4. Which motivation techniques should Arun apply?

UNIT IV – Team Work Case Study

Case: The Stuck Team

A cross-functional team struggles to work together. Conflicts arise, trust is low, and tasks are delayed.

Questions for Students:

1. Identify the team development stage using Tuckman's model.
2. Which team roles are missing or misaligned?
3. What leadership actions can restore team cohesion?
4. How can the team move towards effective collaboration?

UNIT V – Team Roles & Processes Case Study

Case: The Resistant Team

When a new team leader implements changes, several members resist, leading to ego clashes and meeting disruptions.

Questions for Students:

1. Map the group development stage this team is undergoing.
2. What conflict resolution techniques can be used?
3. How should the leader handle resistance?
4. Suggest meeting management strategies to rebuild trust.