

BROOKLYN



COLLEGE

Microsoft: Leadership
Professor Myles Bassell
Bus 50.1 Management
Brooklyn College

Case Study: Microsoft

Topic: Leadership

A Manager's Challenge: Steve Ballmer Reinvents Microsoft

1. What is the definition of leadership?
2. What does the case specifically say that indicates Steve Ballmer understands the definition of leadership?
3. What is personal leadership style? Discuss Ballmer's leadership style?
4. List, define, and briefly discuss 5 sources of power. Explain what types of power Steve Ballmer possesses.
5. What is empowerment? List 3 reasons empowerment can contribute to effective leadership. Discuss Steve Ballmer's view of empowerment.
6. List the 8 Leadership Traits.
7. What traits does Steve Ballmer possess? Provide a description of each of his traits and provide evidence (quotes) from the case to support your position.
8. Define consideration and initiating structure as explained in the Ohio State University Behavior Model. Explain how Steve Ballmer demonstrates both of these behaviors.
9. List and define the two types of leadership styles identified by Fiedler. Explain which of the two leadership styles best describes Steve Ballmer. Provide quotes from the case to support your position.
10. List and define the 4 types of leadership behaviors that motivates subordinates.
11. Explain which behaviors Steve Ballmer demonstrates. Provide quotes from the case to support your position.