

# CBCS SCHEME

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18MBAHR402

## Fourth Semester MBA Degree Examination, July/August 2021 Organizational Leadership

Time: 3 hrs.

Max. Marks:100

Note: Answer any FIVE full questions.

- 1 a. Define Leadership. (03 Marks)  
b. Explain the traits of a leader. (07 Marks)  
c. Discuss achievement motivation theory. (10 Marks)
- 2 a. Leaders are born or made, what is your opinion? (03 Marks)  
b. Explain the roles of a leader. (07 Marks)  
c. Discuss behavioral leadership theory. (10 Marks)
- 3 a. What you mean by team leadership? (03 Marks)  
b. Describe reinforcement theory with examples. (07 Marks)  
c. Analyze leadership grid with examples. (10 Marks)
- 4 a. What is normative leadership? (03 Marks)  
b. Explain Ginnet's team effectiveness with illustration. (07 Marks)  
c. Explain dyadic theory of leadership. (10 Marks)
- 5 a. What is delegation? (03 Marks)  
b. Explain transformational leadership. (07 Marks)  
c. Discuss virtual and self managed teams. (10 Marks)
- 6 a. What is coaching and mentoring? (03 Marks)  
b. Explain various methods of conflict management. (07 Marks)  
c. Discuss how leadership development programmes should be developed. (10 Marks)
- 7 a. What is strategic leadership? (03 Marks)  
b. What is succession planning? Explain the significance of it. (07 Marks)  
c. Examine the characteristics of servant leadership. (10 Marks)

- 8 Starbuck is recognized for treating its employees. Also known as partners, well. The coffee giant offers insurance benefits, stock options and retirement plans. But back in 1997, starbucks faced a crisis when tragedy struck and three employees were killed during a robbery in Washington, DC. The outstanding leadership of CEO Howard Schultz was demonstrated when he flew straight to DC and spent a week with the co-workers and families of three employees.

While some leaders might have stayed as far away as possible from this tragic situation, Schultz's natural leadership traits prevailed with comparison, approachability and a dedication to meeting his patterns needs, he did was right. As a result, the public viewed him and starbucks more favorably.

Questions :

- a. Explain the organization leadership prevailed in star bucks and style used during the situation. (10 Marks)
- b. Describe how Schultz's efficiency in handling situation at the time of crisis. List out the traits of a good leader in the organization. (10 Marks)

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Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.