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20MBAHR401

Fourth Semester MBA Degree Examination, July/August 2022 Organizational Leadership

Time: 3 hrs.

Max. Marks: 100

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

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| 1 | a. What is Leadership? | (03 Marks) |
| | b. Differentiate Trait Vs Process leadership. | (07 Marks) |
| | c. Explain Five-factor personality model of leadership. | (10 Marks) |
| 2 | a. Define Emotional Intelligence. | (03 Marks) |
| | b. Discuss about Three-Skill approach. | (07 Marks) |
| | c. Explain Blake and Mouton's managerial grid theory of leadership. | (10 Marks) |
| 3 | a. Define Directive leadership. | (03 Marks) |
| | b. Discuss about situational leadership styles. | (07 Marks) |
| | c. Explain path-goal theory of leadership. | (10 Marks) |
| 4 | a. What is transformational leadership? | (03 Marks) |
| | b. What is LMX theory? How does it works? Explain. | (07 Marks) |
| | c. Elucidate the model of Transformational leadership. | (10 Marks) |
| 5 | a. Who is Authentic leader? | (03 Marks) |
| | b. Discuss about cultural dimensions related to leadership. | (07 Marks) |
| | c. Discuss about clusters of world cultures. | (10 Marks) |
| 6 | a. What is ethical leadership? | (03 Marks) |
| | b. Explain different Ethical theories. | (07 Marks) |
| | c. Discuss about the Ohio. State studies on leadership. | (10 Marks) |
| 7 | a. List out the key dynamics of psychodynamic approach to leadership. | (03 Marks) |
| | b. Explain the attributes of universally desirable and undesirable leadership. | (07 Marks) |
| | c. Discuss about successful leadership practices in Indian organizations. | (10 Marks) |

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.

8 CASE STUDY: (compulsory)

Beena is the Associate Director of a Non-profit agency that provides assistance to children and families. She is the HOD, that focuses on evaluating the skill-building programmes, the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year, because of increased competition in federal grant funding. However they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the Finance Department. Beena has a demanding schedule that requires frequent travel. However she supervises two managers who in turn are responsible for 5 staff members each. Both Managers have been appointed within last 6 months.

Manager 1 : Rajan has a specific background in Research. He manages staff who provides research support to another department that delivers behavioural health services to youth. Rajan supports his staff and is very organized. However he often takes a very black and white view of issues. Upper level leadership values Rajan's latest research on the Therapeutic Division's services. Rajan is very motivated and driven and expects the same from his staff.

Manager 2 : Raman has a strong background in Social Science Research and evaluation. He manages his staff that work on different projects within the agency. He is known as a problem solver and is extremely supportive to his staff. He is very organized and has a wealth of experience in evaluation of family services. Raman is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Beena's "glass half empty" conversation style leaves them feeling dejected. In addition Beena has not shared budgets with her managers, so they are having difficulty in appropriately allocating work to staff. Beena said, she has not received sufficient information from the Finance Department to complete the budgets.

The Finance Department, said they have sent her all the information that is available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the department budget.

Questions :

- a. How can Beena most effectively use both management and leadership skills in her role as Associative Director? What combination of the two do you think would work best? (05 Marks)
- b. What steps could be taken to build staff-confidence? (05 Marks)
- c. What advice would you give Beena, on improving her leadership skills and to managers on improving their managerial skills? (05 Marks)
- d. Which leadership style do you think a leader would need to be effective in this situation? (05 Marks)

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