

08MBAHR448

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Fourth Semester MBA Degree Examination, June/July 2011

Organizational Leadership

Time: 3 hrs.

Max. Marks:100

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

- 1 a. Define "Leadership". (03 Marks)
b. Explain the various roles of a leader in an organization. (07 Marks)
c. Write short notes on:
i) Contingency leadership theory ii) Trait theory of leadership (10 Marks)
- 2 a. What are the "self managed work teams"? (03 Marks)
b. What do you understand by the term, "social loafing"? Explain the various types of teams in an organization. (07 Marks)
c. Write a note on the state managerial grid concept of leadership. (10 Marks)
- 3 a. Who is a "charismatic leader"? (03 Marks)
b. Explain the Dyadic theory of leadership. (07 Marks)
c. What is transformational leadership? Explain. (10 Marks)
- 4 a. Define the term "Transactional leadership". (03 Marks)
b. Explain the term, "stewardship". Also detail on the various values of stewardship. (07 Marks)
c. Explain the big five model of personality. (10 Marks)
- 5 a. Define strategic leadership. (03 Marks)
b. List the essential traits of effective leaders on an organization. (07 Marks)
c. Explain the reinforcement theory of motivation. Also, discuss how a leader can motivate his followers using reinforcement. (10 Marks)
- 6 a. What are virtual teams? Explain. (03 Marks)
b. Explain the leader member exchange theory of leadership. (07 Marks)
c. What is delegation? Explain the model of delegating in leadership. (10 Marks)
- 7 a. Define strategic leadership. (03 Marks)
b. Explain the various roles of a leader in an organization. (07 Marks)
c. Who is an effective leader? Explain the various traits of effective leaders. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification will be treated as malpractice.

8 Case Study :**Choice of a Leader**

Mr. Ranjan Kumar is the M.D. of a soaps manufacturing company. To increase sales the board of directors wanted to start a full fledged marketing department, Mr. Kumar is entrusted with a task of finding a suitable candidates to head the proposed marketing department. After considering a number of candidates, he has named on two people – Viswanath Dutt and Rajnarain.

Mr. Viswanath Dutt has an excellent track record in the company. During his fruitful association with the company, to be precise, ten years, he has always shown a high degree of enthusiasm and initiative in his work. He is 35 years old, dynamic and apenine. He is result oriented and is more intended in ends rather than means.

One of the workers, testifying his leadership qualities remarked thus: "Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he tests, you know it." Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required he is always on his toes.

During his 15 years tenure in the company, Mr. Rajanarain has endeared himself to all colleges by his superior workmanship and pleasing manors. He always believes in the principle of employee participation. Unlike Mr. Dutt, he encourage ideas his subordinates to come out with innovative idea and suggestion. Before arriving at a decision he always makes t a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under hin and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Rajnarain become the head of his department.

Questions:

- a. Analyse the leadership qualities and styles of Mr. Dutt and Mr. Rajnarain.
- b. Assess each of the leaders using the Big five model of personality.
- c. Between the two people, whom would you recommend for the position of a marketing manager? Why?

(20 Marks)

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