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Fourth Semester MBA Degree Examination, June/July 2013
Organizational Leadership

Time: 3 hrs.

Max. Marks:100

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

- 1
 - a. Explain five key elements of organization leadership. (03 Marks)
 - b. Describe the differences between the university of Michigan and Ohio state university leadership models. (07 Marks)
 - c. List the ten managerial roles of effective leaders based on the three categories. (10 Marks)
- 2
 - a. What are the contingency leadership theory variables? (03 Marks)
 - b. Discuss the leader-member exchange theory. (07 Marks)
 - c. Elaborate on the 'evolution of dyadic theory'. (10 Marks)
- 3
 - a. What is psychological contract? (03 Marks)
 - b. Explain the path-goal leadership theory. (07 Marks)
 - c. Explain the various leadership development programmes. (10 Marks)
- 4
 - a. Differentiate between single-loop and double-loop learning. (03 Marks)
 - b. Discuss the big-five personality dimensions. (07 Marks)
 - c. Outline the reinforcement theory. (10 Marks)
- 5
 - a. What is Pygmalion effect? (03 Marks)
 - b. Give an explanation of different followership types. (07 Marks)
 - c. Interpret the leadership theory paradigms. (10 Marks)
- 6
 - a. Differentiate between socialized and personalized charismatic leaders. (03 Marks)
 - b. Describe the charismatic grid. (07 Marks)
 - c. Explain expectancy theory. Discuss how the employees can be motivated using expectancy theory. (10 Marks)
- 7
 - a. What is strategic leadership? (03 Marks)
 - b. Elucidate the achievement motivation theory. (07 Marks)
 - c. Describe the role of leadership in creating a learning organization. (10 Marks)

8

CASE STUDY

Ms. Mary was the principal of Global Academy from 2001 to 2007. When Mary started the new high school, the goal was to create a special college preparatory high school. The prior school was well known for its violence, its poor attendance and its persistently low level of academic achievement. Within five years student test scores ranked among New Delhi City's best and 96% of the school's graduates went on to college. Mary turned an inner city school around through great leadership. Mary restored order and discipline primarily through her leadership traits and ethics.

Questions:

- a. What personality traits does Mary possess? (05 Marks)
- b. Which traits of effective leaders does Mary possess? (05 Marks)
- c. What is the role of an 'attitude' to change the performance of global academy? (05 Marks)
- d. What role did ethics play in changing the performance of global academy? (05 Marks)