

08MBAHR448

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08MBAHR448

## Fourth Semester MBA Degree Examination, May/June 2010

### 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.**

- 1
  - a. Compare and contrast a manager versus a leader. (03 Marks)
  - b. Explain the various levels of analysis of leadership theory. (07 Marks)
  - c. Interpret the leadership theory paradigms. (10 Marks)
- 2
  - a. What do you understand by emotional intelligence (EQ)? (03 Marks)
  - b. Elucidate the achievement motivation theory. (07 Marks)
  - c. Elaborate the various aspects of ethical leadership. (10 Marks)
- 3
  - a. What do you mean by leadership style? (03 Marks)
  - b. Describe the leadership grid. (07 Marks)
  - c. Discuss the reinforcement theory. (10 Marks)
- 4
  - a. Compare and comprehend teams versus groups. (03 Marks)
  - b. Write a note on "Types of teams". (07 Marks)
  - c. Enumerate the concept of self-managed teams. (10 Marks)
- 5
  - a. What do you understand by "followership"? (03 Marks)
  - b. Discuss the leader-member exchange (LMX) theory. (07 Marks)
  - c. Elaborate on the "evolution of the dyadic theory". (10 Marks)
- 6
  - a. What do you mean by "Charisma"? (03 Marks)
  - b. Explain the transformational leadership. (07 Marks)
  - c. Interpret the various qualities of charismatic leaders. (10 Marks)
- 7
  - a. What do you understand by "strategic leadership"? (03 Marks)
  - b. Describe "creating a high – performance culture". (07 Marks)
  - c. Enumerate the concepts of "stewardship and servant leadership". (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 Identify each of the following ten behaviours by its leadership role.  
Justify your answers.

(Answer and its justification for each behaviour carries two marks)

- i) The leader is talking with two employees, who were verbally fighting and refuse to work together. (02 Marks)
- ii) The leader is holding a meeting with his followers to discuss a new company policy. (02 Marks)
- iii) The production leader is talking to a maintenance person about fixing a machine. (02 Marks)
- iv) The leader is conducting a job interview. (02 Marks)
- v) The sales leader is signing an expense reimbursement form for a sales representative. (02 Marks)
- vi) The leader is holding a press conference with a local newspaper reporter. (02 Marks)
- vii) The leader is reading the daily e-mail. (02 Marks)
- viii) The leader is disciplining a follower for being late again. (02 Marks)
- ix) The leader is visiting another organizational unit to watch how it processes work orders. (02 Marks)
- x) The leader is having new customized software developed for the organisational unit. (02 Marks)

Interpersonal Roles :

- i) Figurehead
- ii) Leader
- iii) Liaison

Informational Roles :

- iv) Monitor
- v) Disseminator
- vi) Spokesperson

Decisional Roles :

- vii) Entrepreneur
- viii) Disturbance handler
- ix) Resource allocator
- x) Negotiator.

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