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**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.**

- 1 a. Define Leadership. (03 Marks)  
b. Discuss the various levels of analysis of Leadership. (07 Marks)  
c. Explain the Managerial roles of Leaders. (10 Marks)
- 2 a. Define Ethical Leadership. (03 Marks)  
b. Explain the traits of effective Leaders. (07 Marks)  
c. Describe Achievement Motivation Theory. (10 Marks)
- 3 a. Outline the leadership skills required for effective team meetings. (03 Marks)  
b. Differentiate between Autocratic , Participative and Free – rein Leadership styles. (07 Marks)  
c. Explain Managerial Grid theory of Leadership. (10 Marks)
- 4 a. Differentiate between Transactional and Transformational Leadership. (03 Marks)  
b. Explain Path – Goal theory. (07 Marks)  
c. Explain Reinforcement theory. (10 Marks)
- 5 a. Differentiate between Self Managed teams and Traditional teams. (03 Marks)  
b. Explain different types of teams. (07 Marks)  
c. Explain Ginnett’s team effectiveness leadership model. (10 Marks)
- 6 a. Outline the meaning of Coaching and Delegation. (03 Marks)  
b. Explain the characteristics of Charismatic leaders and Transformational leaders. (07 Marks)  
c. Explain the Followership Styles. (10 Marks)
- 7 a. Outline the meaning of Leadership Succession. (03 Marks)  
b. Explain Big five personality traits. (07 Marks)  
c. Explain how leadership development can happen through Education , Experience and Mentoring. (10 Marks)
- 8 **CASE STUDY :**

Carly Peters directs the Creative Department of the advertising agency of Mills , Smith and Peters. The agency has about 100 employees, 20 of whom work for Carly in the creative department. Typically, the agency maintains 10 major accounts and a number of smaller accounts. It has a reputation for being one of the best advertising and public relations agencies in the Country.

In the Creative Department, there are four major account teams. Each is led by an associate creative director, who reports directly to Carly. In addition, each team has a copywriter , an art director and a production artist. These four account teams are led by Jack, Terri, Julie and Sarah.

Jack and his team get along really well with Carly and they have done excellent work for their clients at the agency. Of all the teams, Jack's team is the most creative and talented and the most willing to go the extra mile for Carly. As a result, when Carly has to showcase accounts to upper management, she often uses the work of Jack's team. Jack and his team members are comfortable confiding in Carly and she in them. Carly is not afraid to allocate extra resources to Jack's team or to give them free rein on their accounts because they always come through of her.

Terri's team also performs well with the agency and they have done excellent work for their clients at the agency but Terri is unhappy with how Carly treats her team. Terri feels that Jack's team is Carly's pet : His team gets the best assignments, budgets.

Julie is concerned that her team is not in the inner circle, close to Carly. She has noticed that Carly favours the other teams.

Sarah agrees with some of Terri's and Julie's observations but does not feel any antagonism about Carly's Leadership. Being in Carly's inner circle would entail putting in extra time in evening or on weekends and would create more headaches for Sarah. Therefore Sarah is happy with her role as it is.

**Questions :**

- a. Based on the principles of Leader Member Exchange [LMX] theory , what observations would you make about Carly's Leadership? (07 Marks)
- b. Is there an In – group and Out – group? If so which are they? (06 Marks)
- c. Do you think Carly should change her approach towards the Associate Directors? If so, what should she do differently? (07 Marks)

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