

CBCS SCHEME

20MBAHR401

USN

Fourth Semester MBA Degree Examination, Dec.2023/Jan.2024

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. Define Leadership. (03 Marks)
b. Differentiate between Management and Leadership. (07 Marks)
c. Describe Blake and Mouton's managerial grid and state its applications. (10 Marks)
- 2 a. Define assigned and emergent leadership. (03 Marks)
b. Differentiate between trait leadership and process leadership with suitable example. (07 Marks)
c. Explain Situational Leadership Approach. (10 Marks)
- 3 a. Define Emotional Intelligence. (03 Marks)
b. Explain the skill model of leadership. (07 Marks)
c. Describe Path Goal theory of Leadership. (10 Marks)
- 4 a. Define transformational leadership. Give one example for transformational leader. (03 Marks)
b. Describe big five personality theory in Leadership context. (07 Marks)
c. Describe Authentic Leadership and explain the factors influencing authentic leadership. (10 Marks)
- 5 a. List any three characteristics of Participative Leadership. (03 Marks)
b. Differentiate between transactional and transformational leadership. (07 Marks)
c. Explain the dimensions of culture. (10 Marks)
- 6 a. Describe ethnocentrism in leadership. (03 Marks)
b. Explain the six global leadership behaviours and describe how different cultures view leadership behavior in others. (07 Marks)
c. Explain LMX theory of Leadership. (10 Marks)
- 7 a. Define ethical leadership. (03 Marks)
b. Explain the principles of ethical leadership. (07 Marks)
c. Describe the leadership practices followed by TATA group and Infosys. (10 Marks)
- 8 Case Study (Compulsory) :

City Mortgage is a medium-size mortgage company that employs about 25 people. Karthik who has been with the company for 10 years, is the production manager who oversees its day-to-day operations.

Reporting to Karthik are Loan originators (sales people), closing officers, mortgage underwriters and processing and shipping personnel. Karthik is proud of the company and feels as if he has contributed substantially to its steady growth and expansion.

The climate at City Mortgage is very positive. People like to come to work because the office environment is comfortable. They respect each other at the company and show tolerance for those who are different from themselves.

At many mortgage companies it is common for resentments to build between people who earn different incomes, this is not the case at City Mortgage.

Karthik's leadership has been instrumental in shaping the success of City Mortgage. His philosophy stresses listening to employees and then determining how each employee can best contribute to the mission of the company. He makes a point of helping each person explore his or her own talents and challenges each one to try new things.

At the annual party, Karthik devised an interesting event that symbolizes his leadership style. He bought a large piece of colourful glass and had it cut into 25 pieces and handed out one piece to each person. Then he asked each employee to come forward with the piece of glass and briefly state what he or she liked about City Mortgage and how he or she had contributed to the company in the past years. After the statements were made, the pieces of glass were formed into a cut glass window that hangs in the front lobby of the office. The glass is the reminder of how each individual contributes his (or) her uniqueness to the overall purpose of the company.

Another characteristic of Karthik style is his fairness. He does not want to give anyone the impression that certain people have the inside track and he goes to great lengths to prevent this from happening. For example, he avoids social lunches because he thinks they foster the perception of favoritism. Similarly, even though his friend is one of the employees, he is seldom seen talking with him.

Karthik also applies his fairness principle of how information is shared in the office. Open-door office policy is followed for information sharing. He does not have special group of employees.

Questions:

- a. Based on LMX theory, how would you describe Karthik's leadership? (05 Marks)
- b. How do you think the employees at City Mortgage respond to Karthik? (05 Marks)
- c. If you were asked to follow in Karthik's footsteps do you think you could (or) would not manage the company? (05 Marks)
- d. Describe the traits of Karthik based on big five personality traits. (05 Marks)

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