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PRESIDENCY UNIVERSITY

Presidency University Act, 2013 of the Karnataka Act No. 41 of 2013 | Established under Section 2(f) of UGC Act, 1956
Approved by AICTE, New Delhi | Approved By BCI
Bengaluru

Even Semester Mid Term, March 2026

Date: 12/03/2026

Time: 09:30 AM - 11:00 AM

Course Code: MBA3130

Course Name: Leadership Dynamics

Semester: Fourth Semester

Max. Marks: 50

Weightage: 50%

CO - Levels	CO1	CO2	CO3
Marks	26	29	15

Part A: Answer Following Questions. 15 M

Qn.No	Questions	M	CO	BT
1	Briefly describe the leadership contribution to organizational performance.	3	CO1	BT1
2	Explain any three differences between a manager and a leader.	3	CO1	BT2
3	Describe the four leadership styles proposed in Hersey-Blanchard's Situational Leadership Theory.	3	CO2	BT2
4	Outline any three types of power that a leader can exercise within an organization.	3	CO2	BT1
5	Explain the intrinsic motivation differing from extrinsic motivation with suitable examples.	3	CO2	BT2

Part B: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
6	Ratan Tata is often cited as an example of values-driven leadership in Indian corporate history. Explain the concept of ethical leadership relating with Ratan Tata's leadership reflecting its key characteristics.	10	CO1	BT2
7	Discuss the similarities and differences between Fiedler's Contingency Theory and the Path-Goal Theory of leadership relating with leadership effectiveness.	10	CO1	BT2

Part C: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
8	A manager is supervising team members who differ in ability and commitment levels. Using Hersey-Blanchard's Situational Leadership Theory, illustrate appropriate leadership styles for each category of followers.	10	CO2	BT3
9	A team is underperforming due to strained leader-member relations and ambiguous task responsibilities. Applying Fiedler's Contingency Model, find out the leadership style most suitable in this situation with justification based on situational factors.	10	CO2	BT3

Part D: Answer Following Questions. 15 M

Qn.No	Questions	M	CO	BT
10	<p>In early 2020, Bengaluru Airport, operated by Bangalore International Airport Limited (BIAL), faced one of the most severe crises in aviation history due to the COVID-19 pandemic. Under the leadership of CEO Hari Marar, the airport witnessed an unprecedented decline in passenger volumes, suspension of flights, revenue contraction, and disruption of its ambitious \$2 billion expansion plan. By mid-2020, passenger traffic had dropped by nearly 50%, and construction activities halted due to lockdown restrictions. Marar and his leadership team confronted multiple dilemmas simultaneously: whether to continue expansion despite financial uncertainty, whether to introduce salary cuts like other airports, how to manage migrant labourers leaving the camps, and whether to approve a large-scale CSR initiative ("Namma Chethana") during lockdown despite safety concerns. The team also debated work-from-home policies, transparency in communicating COVID-19 cases internally, and measures to ensure both employee safety and business continuity. Marar adopted a proactive crisis management approach by forming a CXO task force, a COVID-19 War Group, and multiple stakeholder committees. Weekly transparent communication emails and video messages were shared with employees. Simultaneously, technological investments enabled contactless operations to rebuild passenger confidence. The leadership emphasized psychological safety, job security (as long as financially viable), and stakeholder responsibility. As the August board meeting approached, Marar had to decide whether to stay invested in the long-term expansion plan, reduce scope, or delay it. The pandemic posed an existential threat—but also an opportunity to demonstrate principled, crisis-driven leadership.</p>	15	CO3	BT3

10(a). Interpret Hari Marar's leadership during the COVID-19 crisis. Identify the leadership characteristics demonstrated and support your answer with examples from the case. (5 Marks)

10(b). Interpret the decision to continue the airport expansion despite severe uncertainty and highlight leadership factors guiding such a strategic decision. (5 Marks)

10(c). Illustrate the ethical and stakeholder dimensions of the "Namma Chethana" CSR initiative. Should Marar have approved it? Justify your answer using leadership principles. (5 Marks)