



Even Semester End Term Examination, May / June 2026

Date: 20/05/2026

Time: 01.00 PM - 04.00 PM

Course Code: MBA3130

Course Name: Leadership Dynamics

Semester: Fourth Semester

Max. Marks: 100

Weightage: 50%

CO - Levels	CO1	CO2	CO3
Marks	32	49	59

Part A: Answer Following Questions. 30 M

Qn.No	Questions	M	CO	BT
1	Explain the difference between leadership and authority in influencing employee behavior.	3	CO1	BT2
2	Classify leadership and management in terms of their roles in organizational success.	3	CO1	BT2
3	Explain the assumptions of Trait Theory and identify its key shortcomings.	3	CO1	BT2
4	Discuss leadership using behavioral theory.	3	CO1	BT2
5	Explain the role of power in leadership dynamics.	3	CO2	BT2
6	Examine Fiedler's Contingency Model and its impact on leadership effectiveness.	3	CO2	BT3
7	Illustrate motivational influences in leadership effectiveness.	3	CO2	BT3
8	Examine the major components of Emotional Intelligence.	3	CO3	BT3
9	Determine the role of empathy' in effective leadership and team performance.	3	CO3	BT3
10	Illustrate transformational leadership using Satya Nadella as an example.	3	CO3	BT3

Part B: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
11	Explain the development of leadership theories from Trait to Contingency approaches and their limitations.	10	CO1	BT2

12	Explain the role of ethical leadership in modern organizations.	10	CO1	BT2
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Part C: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
13	Examine Hersey-Blanchard's Situational Leadership Theory and its practical implications for managers.	10	CO2	BT3
14	Examine Fiedler's Contingency Model with Path-Goal Theory and determine their applicability.	10	CO2	BT3

Part D: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
15	Examine the importance of Emotional Intelligence in leadership during organizational change.	10	CO3	BT3
16	Illustrate the leadership approach of Satya Nadella in transforming Microsoft's culture.	10	CO3	BT3

Part E: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
17	Examine the impact of motivation on employee performance and leadership effectiveness.	10	CO2	BT3
18	Examine leaders effectiveness in using power and influence to achieve organizational goals.	10	CO2	BT3

Part F: Answer Following Questions. 30 M

Qn.No	Questions	M	CO	BT
19	CASE STUDY The Boeing 737 Max crisis highlights serious failures in leadership, governance, and ethical decision-making. Two fatal crashes in 2018 and 2019 led to the loss of 346 lives and resulted in the global grounding of the aircraft. Investigations revealed that the MCAS system malfunctioned due to faulty sensor inputs, and crucial information was not adequately communicated to pilots. Despite internal warnings from engineers, Boeing leadership continued to prioritize production timelines and competitive positioning over safety. Decision-making was heavily influenced by market pressure from Airbus and financial considerations. Regulatory oversight was also questioned, as authorities relied	15	CO3	BT3

significantly on Boeing's internal certification processes.

The organizational culture discouraged dissent and transparency, leading to poor risk assessment and delayed corrective action. The crisis resulted in reputational damage, financial losses, and leadership restructuring. The new leadership faces the challenge of rebuilding trust, improving safety systems, and restoring confidence among stakeholders.

Questions:

a) Examine the leadership failures that contributed to the Boeing crisis.

b) Determine organizational culture's influence on decision-making in this case.

c) Illustrate leadership actions to restore stakeholder trust and organizational credibility.

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CASE STUDY

In early 2020, Bengaluru Airport, operated by Bangalore International Airport Limited (BIAL), faced an unprecedented crisis due to the COVID-19 pandemic. Under the leadership of CEO Hari Marar, the airport experienced a sharp decline in passenger traffic, suspension of flights, and severe revenue losses.

Infrastructure expansion projects were disrupted, and operational uncertainty increased significantly. The leadership team faced multiple challenges, including managing employee safety, maintaining financial stability, and ensuring business continuity. Critical decisions had to be made regarding salary reductions, work-from-home policies, continuation of expansion projects, and support for migrant workers. Marar adopted a proactive leadership approach by establishing crisis management teams, including a CXO task force and a COVID response group.

Transparent communication was maintained through regular updates and employee engagement initiatives. The leadership also focused on technological innovation, such as contactless airport operations, to restore passenger confidence. Despite financial pressures, the leadership emphasized employee well-being, stakeholder responsibility, and long-term strategic vision. The crisis tested leadership capabilities in balancing short-term survival with long-term sustainability, highlighting the importance of adaptability, communication, and emotional intelligence in crisis management.

Questions:

15

CO3

BT3

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| <p>a) Examine Hari Marar's leadership approach during the COVID-19 crisis.</p> <p>b) Determine the role of communication and emotional intelligence in managing the crisis.</p> <p>c) Illustrate leadership strategies to ensure long-term resilience and sustainability.</p> | | | |
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