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**PRESIDENCY UNIVERSITY
BENGALURU
SCHOOL OF MANAGEMENT**

MID TERM EXAMINATION

Even Semester: 2021-22

Course Code: MBA 1004

Course Name: Essentials of Leadership

Program & Sem: II Sem SOE/SOD

Date: 13 May 2022

Time: 01.30PM – 03.00PM

Max Marks: 50

Weightage: 25%

Instructions: Read the all questions carefully and answer accordingly.

Part A [Memory Recall Questions]

Answer all the Questions. Each question carries TWO marks.

(5Qx 2M= 10M)

1. Define Leadership. (CONO.1) [Knowledge Level]
2. Distinguish between a Leader and Manager (CONO.1) [Knowledge Level]
3. Outline the two basic Leadership Styles? (CONO.1) [Knowledge Level]
4. Describe transformational leadership style with an example. (CONO.1) [Knowledge Level]
5. Describe the best leader you have known. What trait of this leader influenced you more? (CONO.1) [Comprehension level]

Part B [Thought Provoking Questions]

Answer all the Questions. Each question carries FIVE marks.

(4Qx5M=20M)

6. Suman Seth have been a good leader in Mudra Consulting Services. Recently he changed his job into AMZ Information Systems. Can he be a good and efficient leader in the changed environment? What are the elements of leadership? Explain. (CONO.1) [Comprehension Level]
7. Extraversion is often considered a “good” quality for a leader to have. Discuss, why introversion be considered an equally positive quality? (CONO.1) [Comprehension Level]
8. Some leaders have a “*Divinely inspired gift*” to influence others. Identify and elaborate on this leadership style. (CONO.1) [Application Level]
9. Ranjan is working as a senior Manager in a manufacturing organization. He is facing lot of challenges in leading his team of 20 employees. Suggest some characteristics that Ranjan should develop to be an effective leader. (CONO.1) [Application Level]

Part C [Problem Solving Questions]

Answer all the Questions. Each question carries TEN marks.

(2Qx10M=20M)

Laura is the associate director of a nonprofit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available. As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

9. Illustrate the leadership style you think a leader would need to be effective in this situation?

(CO NO. 1) [Application Level]

10. Demonstrate the steps that could be taken in this situation to build staff confidence?

(CO NO. 1) [Application Level]



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Part B [Thought Provoking Questions]

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Part C [Problem Solving Questions]

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PRESIDENCY UNIVERSITY
BENGALURU
SCHOOL OF MANAGEMENT

END TERM EXAMINATION

Even Semester: 2021 - 22

Course Code: MBA1004

Course Name: Essentials of Leadership

Program & Sem: SOE (II sem) & SOD (IV sem)

Date: 1st July 2022

Time: 01:00 PM to 04:00 PM

Max Marks: 100

Weightage: 50%

Instructions: *Read all the questions carefully and answer accordingly.*

Part A [Memory Recall Questions]

Answer all the Questions. Each question carries THREE marks. (10Qx 3M=30M)

1. History has evidences of great leaders with different leadership styles. Recall any six leadership styles. (3M) (CO NO. 1) [Knowledge level]
2. A team lead focuses on a friendly and harmonious environment much more than achieving goals. Indicate the leadership style from managerial grid. (3M) (CO NO. 2) [Knowledge level]
3. The theory of big five personality traits states that personality can be boiled down to five core factors. Label them. (3M) (CO NO. 2) [Knowledge level]
4. "Financial security, Health and wellness," match this with Maslow's hierarchy of needs. (3M) (CO NO. 2) [Knowledge level]
5. Teams are different from groups. Distinguish them with examples. (3M) (CO NO. 4) [Knowledge level]
6. Each *team* member plays to their unique strengths yet remains connected to common goal or objective. Recall the meaning of complementary skills. (3M) (CO NO. 4) [Knowledge level]
7. "Teams that we find in organisations today are different from those existed 25 years ago." List some dimensions that highlight this difference. (3M) (CO NO. 4) [Knowledge level]
8. "A leadership style that seeks input from every member of the organization" Identify the leadership style and list two advantages of that style. (3M) (CO NO. 3) [Knowledge level]
9. Leaders face a lot of challenges while they lead a team. Mention any four. (3M) (CO NO. 4) [Knowledge level]
10. "Knowing your people" is an important prerequisite for any leader. Defend. (3M) (CO NO. 3) [Knowledge level]

Part B [Thought Provoking Questions]

Answer all the Questions. Each question carries EIGHT marks. (5Qx8M=40M)

11. Employees compare their job input to outcome (in terms of contribution and compensation) with that of another peer of equal cadre/category. Recognize and explain the underlying theory of motivation. (8M) (CO NO. 2) [Comprehension level]
12. "Organizational rewards satisfy an individual's personal goals." Relate this statement with expectancy theory. (8M) (CO NO. 2) [Comprehension level]

13. "Leadership is more concerned with people than is Management." Do you agree? Discuss.
(8M) (CO NO. 1) [Comprehension level]
14. There are several leadership styles that range between two extremes of autocratic and free-rein. Identify and discuss.
(8M) (CO NO. 2) [Comprehension level]
15. Identify any leader of your choice whom you can call a "successful leader" and dramatize his characteristics and contribution.
(8M) (CO NO. 3) [Comprehension level]

Part C [Problem Solving Questions]

Answer both the Questions. Each question carries FIFTEEN marks. (2Qx15M=30M)

Peter Weaver doesn't like to follow the crowd. He thinks groupthink is a common problem in many organizations. This former director of marketing for a consumer products company believes differences of opinion should be heard and appreciated. As Weaver states, "I have always believed I should speak for what I believe to be true."

He demonstrated his belief in being direct and candid throughout his career. On one occasion, he was assigned to market Paul's spaghetti-sauce products. During the brand review, the company president said, "Our spaghetti sauce is losing out to price-cutting competitors. We need to cut our prices!"

Peter found the courage to say he disagreed with the president. He then explained the product line needed more variety and a larger advertising budget. Prices should not be cut. The president accepted Weaver's reasoning. Later, his supervisor approached him and said, "I wanted to say that, but I just didn't have the courage to challenge the president."

On another occasion, the president sent Weaver and 16 other executives to a weeklong seminar on strategic planning. Weaver soon concluded the consultants were off base and going down the wrong path. Between sessions, most of the other executives indicated they didn't think the consultants were on the right path. The consultants heard about the dissent and dramatically asked participants whether they were in or out. Those who said "Out" had to leave immediately. As the consultants went around the room, every executive who privately grumbled about the session said "In." Weaver was fourth from last. When it was his turn, he said "Out" and left the room.

All leaders spend time in reflection and self-examination to identify what they truly believe and value. Their beliefs are tested and fine-tuned over time. True leaders can tell you, without hesitation, what they believe and why. They don't need a teleprompter to remind them of their core beliefs. And, they find the courage to speak up even when they know others will disagree.

16. Interpret if Weaver is right in his actions or not. Predict the consequences if he had acted otherwise.
(15M) (CO NO. 3) [Application Level]
17. What leadership traits did Weaver exhibit? If you were in Weaver's shoes, what would you have done?
(15M) (CO NO. 2) [Application Level]