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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

MAKE UP EXAMINATION – JAN 2023

Course Code: MBA 1013

Course Name: LEADERSHIP- PHYSICAL & DIGITAL

Program: MBA

Date: 20 Jan 2023

Time: 09:30 am to 12:30 p.m.

Max Marks: 100

Weightage: 50%

Instructions:

(i) Read the all questions carefully and answer accordingly.

Part A [Memory Recall Questions]

Answer all the Questions. Each question carries 3 marks.

(10Qx 3M= 30M)

1. Identify what would a boss of yours have to do to demonstrate that he or she is an effective leader and an effective manager (C.O.1) [Knowledge]
 2. Outline a leader or manager whom you know personally or have watched on television who is unenthusiastic. What effect did the lack of enthusiasm have on group members? (C.O.1) [Comprehensive]
 3. Is there a role for independent thinking decisive and creative leaders (self-management) in a team based organizations? Explain (C.O.4) [Knowledge]
 4. Describe how would a leader/manager be aware of a given group member's input/output ratio so the leader/manager could apply equity theory (C.O.3) [Knowledge]
 5. State which type of leader would be the opposite of servant leader? (C.O.3) [Knowledge]
 6. Visualize yourself in a leadership position in a field of interest to you. How would you feel about being described hands on leadership styles by the members of your team? (C.O.2) [Comprehensive]
 7. Identify a personality trait you think would help a manager function as a contingency leader. (C.O.3) [Comprehensive]
 8. List out the four key capacities of becoming a digital leader (C.O.1) [Knowledge]
 9. Describe the three stage process for developing positive e LMX relations (C.O.3) [Knowledge]
 10. Several people have written that Twitter is one of the most creative developments in the business and the world. Express your opinion about Twitter as a powerful creative development with digital leadership. (C.O.1) [Comprehensive]
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Part B [Thought Provoking Questions]

Answer all the Questions. Each question carries 8 marks.

(5Qx8M=40M)

11. A twenty five year old manager of a branch of a fast food restaurant was told by her boss that she was not an effective leader. She replied, "For \$25,000 a year, how can you expect me to be an effective leader?" Describe her argument with five elements of leadership to be effective? (C.O.2) [Comprehensive]
12. What is an example of a noble cause a leader at Domino's Pizza might use to motivate a store manager? Discuss the process motivation theory that is applicable. (C.O.3) [Comprehensive]
13. One group of author believes that Fiedler's Contingency Leadership model is the best model supported by research. However, a different author believes that it is the Normative Leadership Model. Which model do you believe is best supported by research? Discuss. (C.O.4) [Comprehensive]
14. 'In today's world, digital leadership is an obvious balancing act which requires a very unique set of skills to drive success for that leader, organization and overall workforce'. Explain with examples. (C.O.1) [Comprehensive]
15. High-quality LMX relationships create a circle of reciprocity where followers feel like they should go the extra mile for a leader who supports them and the leader feels like he or she should offer the followers more support and benefits to keep their loyalty. Discuss whether you believe this is the case in the real world or is it something different with examples. (C.O.3) [Comprehensive]

Part C [Problem Solving Questions]

Answer all the Questions. Each question carries 15 marks.

(2Qx15M=30M)

Time to Rebound at Willow Pond

Heather Osaka had worked ten years in the hospital administration field, at two hospitals, one HMO, and one nursing home. However, she had yet to hold a chief administrator position. One afternoon, she received a text message from Jake Wofford, a former classmate who was now in the executive recruiting business. "May be a great opportunity for you. Get back, said the message.

Osaka did get back to Wofford quickly. The opportunity to which he referred was a position as the director of Willow Pond, a medium size assisted living home in the same city where Osaka now lived. "Assisted living" refers to helping older residents who are not quite able to care for themselves, yet do not require the level of care provided by a nursing home. Jake was frank in informing Heather that Willow Pond was troubled and that the previous director had been fired. Yet, the home still complied enough with state regulations to remain in operation.

The most recent problem at the home receiving publicity involved a man with a criminal record who walked into Willow Pond, sneaked into a resident's studio apartment, and sexually molested her. To gain entrance to the living area, the intruder donned a "Friends of Willow Pond" smock designated for volunteers. Wearing the smock facilitated his roaming the living area.

Before finally accepting the position, Heather spoke with the owners, who also operated several other homes for the elderly. She also consulted with a few of the supervisors and with permission, interviewed four Willow Pond residents. The owners and Heather agreed that the following issues were among the most pressing:

- The residents and their families complain that the food is poor.
- Many of the residents are treated callously by the staff, and often told to “shut up” when they make a special demand, such as having a button sewn on, or ask for an off-menu item.
- The staff turnover is far higher than the industry average, with many young staffers just taking resident-care jobs as a last resort. Many of the people with experience in resident care who take a position at Willow Pond quickly leave for higher pay or for a more congenial atmosphere.
- Sanitation at the facility barely meets state requirements, and the building has a grungy, neglected appearance.
- Much of the equipment and furniture is old and shabby. Many TV sets produce blurry images.
- Willow Pond does not have high speed internet access for the resident, leaving those with computers in their rooms and apartments struggling to use the internet.
- The physician and registered nurse service is not as reliable as at most assisted care facilities.
- Willow Pond has shown a slight operating loss for three consecutive years.

The first day on the job, Heather thought to herself, “This look like a job for superwomen, or atleast a great turnaround artist. So, where do I begin making a difference?”

16. Illustrate on what aspects of transformational leadership should Heather emphasize in her approach to rehabilitating Willow Pond?

(C.O.3) [Application]

17. Interpret on how might emphasizing the charismatic aspects of her personality help Heather bring about the necessary changes?

(C.O.3) [Application]