



**PRESIDENCY UNIVERSITY  
BENGALURU**

**SET B**

**SCHOOL OF MANAGEMENT  
END TERM EXAMINATION - JAN 2024**

**Semester :** Semester III - 2022

**Date :** 09-JAN-2024

**Course Code :** BBA2016

**Time :** 1:00 PM - 4:00 PM

**Course Name :** Leadership Management

**Max Marks :** 100

**Program :** BBA

**Weightage :** 50%

**Instructions:**

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.
- (iv) Do not write any information on the question paper other than Roll Number.

**PART A**

**ANSWER ALL THE QUESTIONS**

**5 X 2M = 10M**

1. List out any two roles of women in leadership (CO3) [Knowledge]
2. Mention any two types of sources of power and explain (CO4) [Knowledge]
3. As per Dr. Schmitz, there are three levels of what it means to be a global leader. Mention those (CO2) [Knowledge]
4. This is a task for you. As long as it's done, do it anyway you see fit. I won't expect to hear from you unless you are having really strange problems. The manager provides little or no direction and gives staff as much freedom as possible. All authority or power given to the staff and they determine goals, make decisions, and resolve problems on their own. Such style of leadership is known as (CO3) [Knowledge]
5. Mention four important forces of unplanned change (CO3) [Knowledge]

**PART B**

**ANSWER ALL THE QUESTIONS**

**5 X 10M = 50M**

6. A crucial component of every organization's operation for achieving optimal effectiveness and efficiency is business process engineering. If you want to enhance overall operations, long-term performance targets, and organizational operations, think about implementing this approach into your company. What simple changes or improvements can we make to increase the value of the output? Discuss the process and concept of BPR. (CO3) [Comprehension]
7. "people who were able to influence others from all nations and walks of life to rally behind them, adopt their world views, and affect change in the world" Discuss in detail about the threshold traits of Global leadership by citing some global leaders examples and explain their challenges in the present scenario. (CO4) [Comprehension]
8. Briefly explain the pros and cons of the virtual team in today's working environment. (CO3) [Comprehension]

9. Women are gradually making their leadership presence felt in every field. The reasons of fewer women in corporate leadership and political roles is highlighted because, they are perceived as opinionated. Throw light on the characteristics and importance of women leaders at workplace and discuss about the various challenges faced by women leaders.

(CO4) [Comprehension]

10. Understanding of cross-cultural interactions and the impact of culture on leadership effectiveness. GLOBE researchers identified nine cultural dimensions. Mention the cultural dimensions and discuss four of them with the example

(CO5) [Comprehension]

### PART C

#### ANSWER ALL THE QUESTIONS

2 X 20M = 40M

11. Rachel Adams began as a researcher at a large pharmaceutical company. After several years of observing how clinical drug studies were conducted, she realized that there was a need and an opportunity for a research center not connected with a specific pharmaceutical company.

In collaboration with other researchers, she launched a new company that was the first of its kind in the country. Within 5 years, Rachel had become president and CEO of the Independent Center for Clinical Research (ICCR). Under Rachel's leadership, ICCR has grown to a company with revenues of \$6 million and profits of \$1 million. ICCR employs 100 full-time employees, most of whom are women. Rachel wants ICCR to continue its pattern of formidable growth. Her vision for the company is to make it a model research center that will blend credible science with efficient and cost-effective clinical trials. To that end, the company, which is situated in a large urban setting, maintains strong links to academia, industry, and the community. Rachel and her style have a great deal to do with the success of ICCR. She is a freethinker who is always open to new ideas, opportunities, and approaches. She is a positive person who enjoys the nuances of life, and she is not afraid to take risks. Her optimistic approach has had a significant influence on the company's achievements and its organizational climate. People employed at ICCR claim they have never worked at a place that is so progressive and so positive in how it treats its employees and customers.

The women employees at ICCR feel particularly strongly about Rachel's leadership, and many of them use Rachel as a role model. It is not by accident that the majority (85%) of the people who work at ICCR are women. Her support for women's concerns is evident in the type of drug studies the company selects to conduct and in her service to national committees on women's health and research issues. Within ICCR, Rachel has designed an on-site day care program, flexitime scheduling for mothers with young children, and a benefit package that gives full health coverage to part-time employees. At a time when most companies are searching for ways to include more women in decision making, ICCR has women in established leadership positions at all levels. Although Rachel has been extremely effective at ICCR, the success of the company has resulted in many changes that have affected Rachel's leadership at the company.

Rapid growth of ICCR has required that Rachel spend a great deal of time traveling throughout the country. Because of her excessive travel, Rachel has begun to feel distant from the day-to-day operations of ICCR. She has begun to feel as if she is losing her handle on what makes the company tick. For example, although she used to give weekly pep talks to supervisors, she finds that she now gives two formal presentations a year. Rachel also complains of feeling estranged from employees at the company. At a recent directors' meeting, she expressed frustration that people no longer called her by her first name, and others did not even know who she was. Growth at ICCR has also demanded that more planning and decision making be delegated to department heads. This has been problematic for

Rachel, particularly in the area of strategic planning. Rachel finds that the department heads are beginning to shift the focus of ICCR in a direction that contradicts her ideal model of what the company should be and what it is best at doing. Rachel built the company on the idea that ICCR would be a strong blend of credible science and cost-effective clinical trials, and she does not want to give up that model. The directors, on the other hand, would like to see ICCR become similar to a standard pharmaceutical company dedicated primarily to the research and development of new drugs.

What is it about Rachel's leadership that clearly suggests that she is engaged in transformational leadership

In what ways has the growth of ICCR had an impact on Rachel's leadership

Given the problems Rachel is confronting as a result of the growth of the company, what should she do to reestablish herself as a transformational leader at ICCR

(CO4) [Application]

12. Educators may reap several advantages from transformational leadership in the classroom, which is defined by attributes like outstanding communication, creativity, teamwork, and vision. Lower worker Turnover: By fostering a sense of worth and common purpose, transformational leader's lower worker turnover. Transformational leadership is the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower. This type of leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential. In view of the above illustrate the transformational theory and discuss the factors involved for transforming the followers with example.

(CO3) [Application]