PRESIDENCY UNIVERSITY
BENGALURU

SET A

SCHOOL OF MANAGEMENT
END TERM EXAMINATION - JAN 2024

Semester : Semester III - 2022
Course Code : BBA2016
Course Name : Leadership Management
Program : BBA

Date : 09-JAN-2024
Time : 1:00 PM - 4:00 PM
Max Marks : 100
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. Define emotional Intelligence in Leadership

(CO3) [Knowledge]

2. Mention any three global leaders of power

(CO4) [Knowledge]

3. State any two leadership stlyes of Lewin

(CO2) [Knowledge]

4. List out the two internal and external forces for organisational change

(CO3) [Knowledge]

5. Two important concepts that are closely related to culture and leadership, both of these concepts can have impacts on how leaders influence others.People tend to give priority and value to their own beliefs, attitudes, and values, over and above those of other groups.A preconceived opinion about people prior to knowing anything about them as individuals. Mention those concepts.

(CO3) [Knowledge]

PART B

ANSWER ALL THE QUESTIONS   5 X 10M = 50M

6. Briefly explain the pros and cons of the virtual team in today's working environment.

(CO3) [Comprehension]

7. The culture of a company influences the moral judgment of employees and stakeholders. Companies that work to create a strong ethical culture motivate everyone to speak and act with honesty and integrity. Companies that portray strong ethics attract customers to their products and services. Discuss about the Ethical theories that you can see in the organizations.

(CO4) [Comprehension]

8. GLOBE researchers developed their own classification of cultural dimensions. Based on their research and the work of others like Hofstede and other researchers. GLOBE researchers identified nine cultural dimensions. Mention those cultural dimensions and explain any two of them with example

(CO3) [Comprehension]

9. "Ethical leadership is the art of influencing people and guiding them to make good decisions rooted in ethical values like fairness, morals, ethics.and type of leadership that is incorporated by those leaders who demonstrate appropriate and ethical behavioral conduct inside as well as outside the organization".Critically explain the traits and significance of Ethical leaders with vivid examples.

(CO4) [Comprehension]

10. In a work context, people interpret the concept of power in different ways. Some people see power as something they receive from an external source. This could be an assigned title of the position that gives someone control and authority over others. Other people believe power is an innate quality that can be cultivated internally and that manifests externally. In this sense, a person's personal power grows as they develop. Ability to influence others' ideas, thoughts, or behaviors, Explain the various types of power utilized by the manager to get the job done with a suitable example. Also, discuss the consequences of using these powers and the most likely response from the followers are expected.

(CO5) [Comprehension]

PART C

ANSWER ALL THE QUESTIONS   2 X 20M = 40M

11. One of the main trends in the new economy is people working at home, connected to work by net. How can one be a leader with much less eye-to-eye contact?

(CO4) [Application]

12. It's been 6 months since Kolab was hired to lead a large, nonprofit organization called, International Education Center (IEC), which provides international education and information to the citizens of a Midwestern state. The organization provides opportunities for individuals to learn about different cultures and to gain an understanding about their role as citizens of the world. It does this by connecting the people of the state with visitors from all over the world in order to meet and learn from one another.

Prior to the job at the IEC, Kolab directed national programming and services for the Office of Refugee Resettlement (ORR) in Washington, D.C. Before her job at the ORR, she worked for an international relief agency and traveled extensively throughout Southeast Asia and Africa, working in the organization's field offices, managing its daily operations.

Kolab, born in Cambodia, fled with her parents to the United States as refugees during the regime of Pol Pot and the Khmer Rouge (the followers of the Communist Party who ruled Cambodia from the 1975-1979). Her experiences growing up as a refugee fuel her motivation and passion for international work. It also shaped her expectations and working style. She is known to her colleagues as a "go-getter" and a "high performer."

The board of trustees thought Kolab's international experiences and goal-oriented, achievement-focused attitude was just what they needed to expand the organization on a national level. The previous president, Hanh, did not have the strategic thinking and vision to move IEC, even though she was very effective at building relationships throughout the state. After 10 years with IEC, Hanh decided to step down from her leadership role. This gave the board of directors an opportunity to hire someone like Kolab who can challenge employees and push the organization to reach its financial and fundraising goals.

Since Kolab's hire, employee productivity and motivation has decreased. Staff used to enjoy coming to work, talking with one another, and planning programs and services for the community. Now they come to work because "we need a paycheck," and they accomplish their tasks because "Kolab told me to do so." There is no enthusiasm for the mission of the organization and the vision for the new work that Kolab and the directors created in a strategic planning meeting. A couple of times, when Kolab passed employee cubicles, she heard comments like, "She works us all like we don't have a personal life," "She's so impersonable," "I miss just chatting with people," and "Hanh was never like this. She always made time to talk to us."

Just last week, Kolab had a staff meeting, and the majority of staff sauntered in late. Throughout the meeting, they gave her blank stares, and, as soon as the meeting was over, they quickly left. Kolab is tired of the staff attitudes and behaviors. "The culture of this organization can't operate the way it used to. I am determined to change it," she thinks to herself.

How does Kolab's self-concept influence her ability to lead

What cultural value dimensions does the organization operate under? What about Kolab

What cultural intelligence strategies do you recommend for Kolab and her employees

(CO3) [Application]