USN | | | | | | | | | | Course Code | 2 | 2 | M | B | A | H | R | 4 | 0 | 1 |

Fourth Semester MBA Degree Examinations, October/ November 2025
LEADERSHIP AND BUILDING ORGANIZATION

Duration: 3 hrs   **Max. Marks: 100**

*Note: 1. Answer any **FOUR** full questions from Question No. 1 to 7.*
2. Question No. 8 is compulsory
3. Missing data, if any, may be suitably assumed

Q. No		*Question*	*Marks*	*(RBTL:CO:PO)*
1	**a.**	Summarize the meaning of leadership.	**03**	**(2:1:1)**
	b.	Discuss leadership code.	**07**	**(2:5:3)**
	c.	Explain skill model with neat diagram.	**10**	**(2:2:2)**
2.	**a.**	Elaborate the meaning of self-confidence with an example.	**03**	**(2:2:1)**
	b.	Summarise the merits and demerits of LMX theory.	**07**	**(2:3:3)**
	c.	Discuss Blake and Mouton's managerial grid.	**10**	**(2:2:2)**
3.	**a.**	Elaborate the meaning of crisis management.	**03**	**(2:1:1)**
	b.	Analyze the conceptualization of leadership.	**07**	**(4:1:1)**
	c.	Analyse Heifetz's perspective on ethical leadership.	**10**	**(4:4:4)**
4.	**a.**	Elaborate the meaning of ethical leadership with an example.	**03**	**(2:5:5)**
	b.	Discuss the University of Michigan studies.	**07**	**(2:3:3)**
	c.	Discuss trait versus process leadership.	**10**	**(2:1:1)**
5	**a.**	Elaborate the meaning of culture with an example.	**03**	**(2:5:5)**
	b.	Discuss merits and demerits of Psychodynamic approach.	**07**	**(2:3:3)**
	c.	Analyse path-goal-theory of leadership.	**10**	**(4:4:3)**
6.	**a.**	Elaborate the meaning of Ethnocentrism.	**03**	**(2:4:1)**
	b.	Analyse transactional leadership factors.	**07**	**(4:3:5)**
	c.	Analyse authentic leadership.	**10**	**(4:4:3)**
7.	**a.**	Discuss human skills with example.	**03**	**(2:2:1)**
	b.	Discuss Psychodynamic approach.	**07**	**(2:3:4)**
	c.	Analyse the dimensions of culture.	**10**	**(4:4:4)**

Note: (RBTL - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO – Programme Outcome)

8.

Case Study

Transformational Leadership at TechNova Solutions

TechNova Solutions is a mid-sized IT services firm operating in the competitive software solutions market. By the end of 2022, the company was facing a troubling situation — employee disengagement was on the rise, and the annual turnover rate had reached 28%. Projects were being completed, but creativity and proactive problem-solving were clearly lacking.

Recognizing the urgency, the CEO brought in Ananya Mehra as the new Head of Operations. Ananya was known for her transformational leadership style, which focused on inspiring and motivating people to perform beyond expectations. She quickly initiated a cultural shift by introducing weekly "open forum" meetings, allowing employees from all levels to share their ideas directly with management without bureaucratic barriers.

To break departmental silos, she encouraged cross-functional project teams where members from different specializations collaborated to solve client challenges. She also launched "Recognition Friday", a short weekly event where employees publicly appreciated one another's contributions, creating a sense of camaraderie. Additionally, she invested in talent development by sponsoring advanced skill certifications for high-potential employees, aligning personal growth with the company's future needs.

One year later, the results were remarkable. Employee turnover dropped to 12%, customer satisfaction scores rose by 15%, and the number of internal process improvement suggestions doubled, indicating a revived culture of innovation and engagement.

a. Evaluate Ananya's leadership style using the principles of transformational leadership theory. Which specific actions in the case best illustrate this style?	**10**	**(5:3:5)**
b. Analyse how Ananya's leadership initiatives contributed to improvements in employee motivation and organizational performance. Link your answer to relevant leadership models.	**10**	**(5:3:5)**

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