

Internal Assessment Test – II / Set 2

Sub: **Organizational Leadership**

Code: 20MBAHR401

Date: **02/08/2023**

Duration: 90 mins


Max Marks: 50

Sem: IV

Branch: MBA

OBE

Marks CO RBT

Part A -Answer Any Two Full Questions (20*02=40 Marks)				
1(a)	<p>List the 6 Desired Leadership Behaviors of Latin America.</p> <p>Figure 16.3 Culture Clusters and Desired Leadership Behaviors: Latin America</p> 	[03]	CO2	L1
(b)	<p>Explain the 4 leader behaviours that are a part of Path-Goal model.</p> <ol style="list-style-type: none"> 1. Directive behavior-leader who gives followers instructions about their task, including what is expected of them, how it is to be done, and the timeline for when it should be completed. 2. Supportive behavior-being friendly and approachable as a leader and includes attending to the well-being and human needs of followers. 3. Participative behavior-It consists of inviting followers to share in the decision making. 4. Achievement oriented-leader who challenges followers to perform work at the highest level possible. 	[07]	CO3	L2
(c)	<p>Describe the 3 key concepts, sub-concepts and dynamics within the Psychodynamic Approach.</p> <ol style="list-style-type: none"> 1. Focus on the Inner Theatre-Within the inner theatre, certain relationship themes develop over time—themes rooted in our deepest wishes, needs, and goals, which contribute to our unique personality style. 2. Focus on the Leader-Follower Relationships-A study of leader-follower relationships necessarily addresses the psychology of groups. <ol style="list-style-type: none"> a. Social Defense Mechanisms b. Mirroring and Idealizing c. Identification With the Aggressor d. Folie à Deux 3. Focus on the Shadow Side of Leadership - At the heart of leadership lies 	[10]	CO3	L2

	narcissism. Narcissism—which Freud (1914/1957) summarized as behaviors that range from a normal self-interest to a pathological self-absorption—offers leaders the conviction about the righteousness of their cause, which in turn inspires loyalty and group identification.			
2(a)	<p>Define Authentic Leadership.</p> <p>Authentic leadership represents one of the newest areas of leadership research. It focuses on whether leadership is genuine and 'real.'</p>	[03]	CO2	L1
(b)	<p>Describe the 4 components of Transformational leadership model.</p> <ol style="list-style-type: none"> 1. Idealized influence-The foundation of this influence is trust and respect. 2. Inspirational motivation-Transformational leaders set the high standards and expectations for themselves and then model it for their employees and the organization as a whole. 3. Intellectual stimulation-Transformational leaders question the status quo and challenging assumptions of even veteran leaders. 4. Individualized consideration-Transformational leaders do not dictate ideas from a bubble and then leave it to employees to carry them out. 	[07]	CO2	L2
(c)	<p>Examine the six global leadership behaviors.</p> <ol style="list-style-type: none"> 1. Charismatic/value-based leadership reflects the ability to inspire, to motivate, and to expect high performance from others based on strongly held core values. 2. Team-oriented leadership emphasizes team building and a common purpose among team members. 3. Participative leadership reflects the degree to which leaders involve others in making and implementing decisions. 4. Humane-oriented leadership emphasizes being supportive, considerate, compassionate, and generous. 5. Autonomous leadership refers to independent and individualistic leadership, which includes being autonomous and unique. 6. Self-protective leadership reflects behaviors that ensure the safety and security of the leader and the group. 	[10]	CO3	L3
3(a)	<p>Define culture in the organizational context.</p> <p>Culture is defined as the learned beliefs, values, rules, norms, symbols, and traditions that are common to a group of people. It is these shared qualities of a group that make them unique. Culture is dynamic and transmitted to others.</p>	[03]	CO3	L1
(b)	<p>Examine the 4 premises of Clinical Paradigm.</p> <ol style="list-style-type: none"> 1. It argues that there is a rationale behind every human act—a logical explanation—even for actions that seem irrational. 2. The second premise is that a great deal of mental life—feelings, fears, and motives—lies outside of conscious awareness, but still affects conscious reality and even physical well-being. 3. The third premise states that nothing is more central to whom a person is than the way he or she regulates and expresses emotions. 	[07]	CO3	L3

	4. The fourth premise underlying the Clinical Paradigm is that human development is an inter- and intrapersonal process			
(c)	<p>Outline the 5 characteristics of Authentic Leadership.</p> <ol style="list-style-type: none"> 1. Purpose which translates to passion- They know what they are about and where they are going. They are passionate individuals who have a deep-seated interest in what they are doing and truly care about their work. 2. Values which translates to behavior- They have a clear idea of who they are, where they are going, and what the right thing is to do. 3. Compassion which translates to heart- Authentic leaders have the capacity to open themselves up and establish a connection with others. 4. Self-discipline which translates to consistency- is the quality that helps leaders to reach their goals. Self-discipline gives leaders focus and determination. 5. Relationships which translates to connectedness- Compassion refers to being sensitive to the plight of others, opening one's self to others, and being willing to help them. 	[10]	CO3	L4
	Part B - Compulsory (01*10=10marks)			
4.	<p>Work in Hearth Furnace in a steel plant is considered as the worst. The place of work is smoky, full of dust, very hot with insufficient ventilation and fresh air. However as per job evaluation, “Physical ability” and “working conditions” are given lower weightages compared to “skill”, “responsibility”, etc. As a result most of the Hearth Furnace jobs are paid relatively low.</p> <p>The turnover of employees from this section is the highest. Some fell sick, some resigned and many managed to get a posting to other sections. A crisis has now arisen in the steel plant located in Tumkur, Karnataka. There are 25 vacancies and not a single applicant applied for this job despite 3 advertisements and internal circular.</p> <p>1.As the Head of HR, a leader, demonstrate how you would tackle this issue? 2.Recommend the style of leadership you would employ to communicate the crisis.</p> <p>Students are expected to provide their insights of how they would handle the problem from their perspective using their leadership knowledge and entrepreneurial abilities.</p> <p>Also, they need to provide details of what sort of leadership model they would use and how.</p>	[5+5=10]	CO4	L3 L5

Course Outcomes		Blooms Level	PO1	PO2	PO3	PO4	PO5
CO1	Understand the fundamental concepts and principles, theories of Organizational Leadership	L1		0	0	0	0
CO2	Analyze the organizational leadership style, approaches and traits, its impact on the followers by	L2	1a, 2a, 3a	0	0	0	0

	using leadership theories and instruments.						
CO3	Developing better insight in understanding the leadership traits that influence them to work effectively in group	L2	1c	1b, 2b, 3b, 3c	2c	0	0
CO4	Demonstrate their ability to apply of their knowledge in organizational leadership.	L3	0	0	0	0	4

Cognitive level	KEYWORDS
L1	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, what, who, when, where, etc.
L2	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5	grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

PO1–Theoretical Knowledge; PO2–Effective Communication Skills; PO3–Leadership Qualities;
 PO4 –Sustained Research Orientation; PO5 –Self-Sustaining Entrepreneurship

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