

Printed Page:-

Subject Code:- BMBA0402

Roll. No:

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA
(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA

SEM: IV - THEORY EXAMINATION (20.....- 20.....)

Subject: Leadership and Capacity Building

Time: 3 Hours

Max. Marks: 100

General Instructions:

IMP: Verify that you have received the question paper with the correct course, code, branch etc.

1. This Question paper comprises of **three Sections -A, B, & C**. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.
2. Maximum marks for each question are indicated on right -hand side of each question.
3. Illustrate your answers with neat sketches wherever necessary.
4. Assume suitable data if necessary.
5. Preferably, write the answers in sequential order.
6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

SECTION-A

20

1. Attempt all parts:-

- 1-a. Leaders shape culture by: (CO1, K1) 1
- (a) Demonstrating values through behavior
 - (b) Ignoring employee concerns
 - (c) Avoiding accountability
 - (d) Delegating all cultural initiatives
- 1-b. Values in leadership help in: (CO1, K1) 1
- (a) Avoiding risks
 - (b) Decision-making and ethical alignment
 - (c) Promoting favoritism
 - (d) Creating fear
- 1-c. A democratic leader: (CO2, K1) 1
- (a) Avoids responsibility
 - (b) Takes decisions alone
 - (c) Delegates everything
 - (d) Seeks input from team members
- 1-d. Leaders who manage emotions well tend to: (CO2, K1) 1
- (a) Ignore feedback
 - (b) Avoid responsibilities
 - (c) Make balanced decisions

- (d) Avoid conflicts at all cost
- 1-e. The concept of “personal magnetism” is most closely associated with: (CO3, K1) 1
- (a) Transformational leadership
 - (b) Charismatic leadership
 - (c) Transactional leadership
 - (d) Authentic leadership
- 1-f. The concept of "leadership by example" is most closely associated with: (CO3, K1) 1
- (a) Transactional leadership
 - (b) Charismatic leadership
 - (c) Transformational leadership
 - (d) Authentic leadership
- 1-g. _____ leadership styles is characterized by a high level of control and decision-making power resting with the leader? (CO4, K1) 1
- (a) Democratic
 - (b) Laissez-faire
 - (c) Transformational
 - (d) Autocratic
- 1-h. Leaders who focus on setting clear goals and structure without giving much attention to employee relationships are demonstrating: (CO4, K1) 1
- (a) Consideration
 - (b) Transformational leadership
 - (c) Initiating Structure
 - (d) Transactional leadership
- 1-i. Team effectiveness is typically measured by: (CO5, K1) 1
- (a) Team morale, productivity, and goal achievement
 - (b) Team size
 - (c) How quickly tasks are completed
 - (d) Hierarchical structure
- 1-j. In creating high-performance teams, leaders should focus on: (CO5, K1) 1
- (a) Maintaining strict control over the team’s decisions
 - (b) Prioritizing individual achievements over team success
 - (c) Encouraging open communication and trust among team members
 - (d) Disregarding feedback from the team members
2. Attempt all parts:-
- 2.a. Differentiate between ethics and morals in leadership. (CO1, K4) 2
- 2.b. Give an example of a situation where emotional control is crucial for leadership. (CO2, K1) 2

- 2.c. Explain two key meanings associated with the concept of charisma in leadership. (CO3, K2) 2
- 2.d. Name two common methods used to measure leadership effectiveness. (CO4, K1) 2
- 2.e. Define Personality. (CO5, K1) 2

SECTION-B

30

3. Answer any five of the following:-

- 3-a. Explain how the behavior of a boss can impact team morale compared to that of a leader. (CO1, K2) 6
- 3-b. Explain how a leader influences the development and sustainability of organizational culture. (CO1, K2) 6
- 3-c. Conduct a brief personal SWOT analysis and explain how it can help enhance your leadership potential. (CO2, K3) 6
- 3-d. Is discipline considered an essential trait for effective leadership? Provide examples of how discipline can impact a leader's ability to manage time and meet goals. (CO2, K2) 6
- 3.e. Discuss the different meanings and interpretations of charisma in leadership theory. (CO3, K2) 6
- 3.f. Describe how 360-degree feedback contributes to leadership evaluation. (CO4, K2) 6
- 3.g. Explain the role of self-awareness and reflection in linking leadership and personality for successful change. (CO5, K2) 6

SECTION-C

50

4. Answer any one of the following:-

- 4-a. Discuss the role of leadership in change management and innovation within an organization. (CO1, K2) 10
- 4-b. Define the term L-E-A-P culture in leadership? Explain each component and how it promotes a performance-driven workplace. (CO1, K2) 10

5. Answer any one of the following:-

- 5-a. Describe how a leader can leverage their strengths and opportunities identified in a SWOT analysis to overcome weaknesses and threats. Provide real-life examples of how this could work in practice. (CO2, K2) 10
- 5-b. A senior executive encourages their team to view mistakes as opportunities for growth rather than failures. They promote ongoing training and development and model continuous learning by attending workshops themselves. Does the senior executive's approach contribute to fostering a learning mindset in the organization? Explain the benefits a learning mindset provides to leadership and team performance. (CO2, K3) 10

6. Answer any one of the following:-

- 6-a. Discuss the key attributes of transactional leadership with examples from real-world organizations. (CO3, K2) 10

- 6-b. Describe the process through which a leader transforms from a transactional to a transformational style. Include internal and external factors influencing this shift. (CO3, K2) 10
7. Answer any one of the following:-
- 7-a. Describe the dimensions of consideration and initiating structure, and analyze how they influence leadership success. (CO4, K2) 10
- 7-b. Mr. Rohan is a senior project manager in an IT company. He assigns clear roles, sets strict deadlines, and follows up rigorously. However, his team reports low morale, high stress, and limited communication. Despite project completions, employee turnover in his team is the highest in the department. Analyse Rohan's leadership behaviour using the concepts of Initiating Structure and Consideration and its impact on leadership effectiveness. (CO4, K3) 10
8. Answer any one of the following:-
- 8-a. Compare and contrast change and transformation. Discuss how leadership strategies should differ in each case. (CO5, K4) 10
- 8-b. A hospital is planning to implement a new patient record system within 6 months. The team is experienced, but staff commitment is low. Evaluate the success probability of this change using the DICE framework and suggest leadership strategies to improve its effectiveness. (CO5, K4) 10

REG:JAN_JUN-2025