



QP CODE: 26802202



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Reg No :

Name :

MBA DEGREE EXAMINATION, MAY 2026

Fourth Semester

MASTER OF BUSINESS ADMINISTRATION

ELECTIVE - 24MB04FE30 - LEADERSHIP FOR MANAGERIAL PERFORMANCE

2024 ADMISSION ONWARDS

EAB08215

Time: 3 Hours

Maximum Marks: 60

Part A

*Answer any **five** questions. Each question carries **2** marks.*

1. Identify any one difference between assigned leadership and emergent leadership.
2. What is coercive power in leadership?
3. What is the concept of emotional intelligence?
4. What is the concept of Leader–Member Exchange (LMX)?
5. What do you understand by women empowerment?
6. Specify any two leadership attributes that are considered universally undesirable.
7. State any two key ideas of Burns's perspective on ethical leadership.

(5×2 = 10 Marks)

Part B

*Answer any **five** questions. Each question carries **6** marks.*

8. "Both management and leadership are essential for an organization to prosper". Discuss.
9. Explain the skills approach to leadership.
10. Discuss the Managerial Grid approach to leadership and its significance in leadership development.
11. Describe the various leadership behaviours in Path–Goal theory.
12. Explain the concept and principles of servant leadership and analyze their importance in modern workplaces.
13. Critically discuss the role of gender in shaping leadership styles and effectiveness.
14. Explain the major principles that guide ethical leadership.





(5×6 = 30 Marks)

Part C

Answer any **two** questions. Each question carries **10** marks.

Question number 17 is compulsory .

15. Distinguish between transactional and transformational leadership with reference to their major characteristics.
16. In a bank, female managers receive good performance evaluations but are repeatedly overlooked for executive positions. Which concept related to workplace inequality is reflected here? Explain the idea briefly.

Compulsory Question

17. GreenHarvest Foods, an organic food processing company, appointed Rahul as the new operations supervisor at its packaging plant. Rahul strongly believed that employee satisfaction would naturally lead to higher productivity. He spent considerable time interacting with workers, organizing team lunches, and encouraging open discussions about workplace issues. Employees appreciated Rahul's supportive style and described him as approachable and empathetic. However, production targets were consistently missed, and quality inconsistencies began appearing in shipments. Senior management felt Rahul was focusing too much on relationships and not enough on performance monitoring. The situation reflected the leadership concepts identified in the University of Michigan Studies, which categorized leadership behavior into employee-centered leadership and production-centered leadership. Rahul now faced a dilemma: should he maintain his supportive approach or introduce stricter controls and performance monitoring systems?

Questions:

- (i) Analyze Rahul's leadership style using the employee- centered vs. production-centered leadership framework.
- (ii) What changes should Rahul make to improve both employee satisfaction and operational performance?

(2×10 = 20 Marks)

