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

MBA

SEM: IV - THEORY EXAMINATION (2025 - 2026)

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:-

- | | | |
|-------|---|---|
| (1.1) | Leaders shape culture by: (CO1, K1) | 1 |
| (a) | Demonstrating values through behavior | |
| (b) | Ignoring employee concerns | |
| (c) | Avoiding accountability | |
| (d) | Delegating all cultural initiatives | |
| (1.2) | Values in leadership help in: (CO1, K1) | 1 |
| (a) | Avoiding risks | |
| (b) | Decision-making and ethical alignment | |
| (c) | Promoting favoritism | |
| (d) | Creating fear | |
| (1.3) | An accurate SWOT analysis helps in: (CO2, K1) | 1 |
| (a) | Avoiding responsibilities | |
| (b) | Ignoring competition | |
| (c) | Enhancing self-awareness | |
| (d) | Delegating all tasks | |
| (1.4) | A leadership style that puts people first is: (CO2, K1) | 1 |
| (a) | Laissez-faire | |
| (b) | Servant leadership | |
| (c) | Visionary leadership | |
| (d) | Passive leadership | |
| (1.5) | Key attributes of transformational leaders include: (CO3, K1) | 1 |

- (a) Micromanagement
 - (b) Intellectual stimulation
 - (c) Passive leadership
 - (d) Authoritarianism
- (1.6) Transactional leaders tend to be most effective in: (CO3, K1) 1
- (a) Situations requiring radical change and innovation
 - (b) Environments requiring structure and order
 - (c) Creative or artistic fields
 - (d) Unstable and chaotic environments
- (1.7) _____ leadership behavior refers to a leader's focus on providing a supportive work environment. (CO4, K1) 1
- (a) Task-oriented leadership
 - (b) Relationship-oriented leadership
 - (c) Autocratic leadership
 - (d) Transactional leadership
- (1.8) 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
- (1.9) The role of leadership in creating a culture of inclusion and diversity involves: (CO5, K1) 1
- (a) Promoting equal opportunities, respect, and fairness for all employees
 - (b) Ensuring that only certain groups are represented in leadership roles
 - (c) Focusing on diversity in recruitment while ignoring the inclusion aspect
 - (d) Disregarding feedback from underrepresented groups in the organization
- (1.10) In the Tuckman team development model, the "performing" stage is characterized by: (CO5, K1) 1
- (a) A high level of conflict and uncertainty
 - (b) Team members working in isolation without much collaboration
 - (c) Teams working cohesively toward shared goals and solving problems collaboratively
 - (d) A breakdown in communication and team cohesion

2. Attempt all parts:-

- (2.1) Define organizational culture in the context of leadership. (CO1, K2) 2
- (2.2) Explain the role of continuous improvement in fostering a learning mindset for leadership. (CO2, K2) 2
- (2.3) Mention any two attributes of a transformational leader. (CO3, K2) 2
- (2.4) Define business ethics. (CO4, K2) 2
- (2.5) State two characteristics of a high-performance team. (CO5, K2) 2

SECTION-B

30

Answer any one of the following:-

- (3.1) Discuss any two leadership theories and their relevance in current business environment. (CO1, K2) 6
- (3.2) Explain how a leader influences the development and sustainability of organizational culture. (CO1, K2) 6

Answer any one of the following:-

- (3.3) 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
- (3.4) Explain how emotional regulation helps leaders build trust within their teams. Provide real-life examples of how a leader can demonstrate emotional control in challenging situations. (CO2, K4) 6

Answer any one of the following:-

- (3.5) Define transactional leadership and explain its core principles. (CO3, K2) 6
- (3.6) Evaluate the role of authentic leadership in building trust within an organization. (CO3, K5) 6

Answer any one of the following:-

- (3.7) Explain how leaders can shape and maintain a strong organizational culture. (CO4, K2) 6
- (3.8) Define business values and explain their role in guiding leadership behaviour. (CO4, K2) 6

Answer any one of the following:-

- (3.9) Top leadership is critical to the success of strategic transformations. Discuss this statement with suitable examples. (CO5, K2) 6
- (3.10) Discuss the challenges of leading multinational teams and suggest strategies to manage them. (CO5, K2) 6

SECTION-C 50

4. Answer any one of the following:-

- (4.1) Define leadership and analyze how leadership styles can vary across different industries. (CO1, K4) 10
- (4.2) A marketing manager discovers that the latest ad campaign uses misleading language that could deceive customers. The campaign is likely to generate high revenue, and upper management pressures him to proceed. Is an ethical dilemma presented in this case? Discuss how ethical and moral principles should guide the marketing manager's decision-making. (CO1, K4) 10

5. Answer any one of the following:-

- (5.1) Discuss the relationship between time management, goal-setting, and discipline in leadership. Also illustrate how leaders can develop discipline to enhance productivity and maintain focus on long-term objectives. (CO2, K2) 10
- (5.2) Explain the role of emotional regulation in leadership during crises. How can leaders use emotional intelligence to manage stress, keep morale high, and lead effectively during tough times? Provide examples. (CO2, K2) 10

6. Answer any one of the following:-

- (6.1) Discuss the concept of Charisma in leadership. Explain how a leader's charisma influences their followers and the organization as a whole. (CO3, K2) 10
- (6.2) Compare the leadership styles of Charismatic, Transactional, and Transformational Leaders. Discuss the advantages and disadvantages of each in different organizational contexts. (CO3, K2) 10
7. Answer any one of the following:-
- (7.1) Explain various methods used to measure leadership effectiveness and evaluate their advantages and limitations. (CO4, K2) 10
- (7.2) Examine the importance of linking leadership effectiveness to organizational performance. (CO4, K4) 10
8. Answer any one of the following:-
- (8.1) Discuss the link between personality and leadership. Explain how different personality traits of a leader impact their leadership style and effectiveness in driving change. (CO5, K2) 10
- (8.2) Discuss the interrelationship between personality, leadership style, and change outcomes in a dynamic business environment. (CO5, K2) 10