

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

THIRD SEMESTER MBA DEGREE EXAMINATION (Regular), FEBRUARY 2022

(2020 Scheme)

Course Code : 20MBA225

Course Name: Leadership, Influence & Power

Max. Marks : 60

Duration: 3 Hours

PART A

(Answer all questions. Each question carries 2 marks)

1. Who is a narcissistic leader?
2. Define ethnocentrism
3. Define Corporate Governance
4. Compare expert power and referent power
5. Illustrate the concept of Learning Organizations

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. With the help of examples explain the difference between a leader and a manager?
7. “While making ethical decisions, a leader needs to consider a number of factors.” Examine the major determinants to be considered.
8. Explain Corporate Governance using Agency and Stewardship theory
9. Explain Organizational Politics using Antecedents- Behaviors- Consequence framework
10. Assess the role of a leader during crisis

PART C

(Compulsory question, the question carries 20 marks)

11. Steve Jobs is an example of a leader who is often associated with transformational leadership, in particular when it comes to his charismatic and inspirational qualities. A simple internet search on his name heralds a raft of articles describing him as ‘iconic’, ‘visionary’, ‘genius’, ‘brilliant’, ‘mythic’, ‘magical’, ‘charismatic’, or ‘authentic’. The New York Times argued that he ‘led a cultural transformation in the way music, movies, and mobile communications were experienced in the digital age’ or as another newspaper says, ‘our lives are different and much more interesting with this man leading us to the land of what’s next. Jobs himself was driven to transform the world, as captured in this mantra: ‘I want to put a ding in the universe. Academics also attributed transformational powers to Jobs. Victor Vroom, a prominent professor at the Yale School of Management, said in 2010 that ‘Jobs is the supreme example of the transformational leader who stands for higher-order values. He has caused people to do things they might never have done before. After Jobs’ death in 2011, the Board of Directors of Apple issued a statement saying that ‘The world is immeasurably better because of Steve’, which may indeed be seen as ‘leadership beyond expectations. This was echoed in the

media and the numerous blog posts that eulogized Steve's impact. US President Barack Obama said, 'Steve was among the greatest of American innovators – brave enough to think differently, bold enough to believe he could change the world, and talented enough to do it'.

- a) 'Leaders are born, not made'. Justify your argument based on the case situation. Marks (10)

- b) Steve Jobs is a transformational leader. Examine the statement. Marks (10)
