

<b>Name:</b>	
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**Supplementary Examination, May 2022**

**Course: Creative Leadership**

**Semester: 2**

**Program: DPBM**

**Time : 03 hrs.**

**Course Code: DPBM0306/DPBM0307**

**Max. Marks: 100**

**SECTION A**  
**(5Qx2M=10Marks)**

S. No.		Marks	CO
Q1.	Multiple Choice Questions		
i	9,1 style of leadership as per Managerial grid model is also known as: A. Impoverished B. Country club C. Team management D. Autocratic	<b>2</b>	<b>CO1</b>
ii	Path-Goal theory of leadership developed by A. Robert House B. Fred Fielder C. Robert Brown D. Halsey and Blanchard	<b>2</b>	<b>CO1</b>
iii	Bruce W. Tuckman identified 5 stages of Group Development. Which of the following is feature of Forming stage: A. Anxiety B. Feeling stuck C. Giving feedback D. Settled Interdependence	<b>2</b>	<b>CO1</b>
iv	The leadership style considers subordinate do not have ability and immature is: A. Autocratic style B. Democratic style C. Free Rein D. Liberal leader	<b>2</b>	<b>CO1</b>
v	What are the qualities that define a leader who uses laissez- faire? A. The group in planning and indecision making B. Passive and puts the responsibility of decision-making to others. C. Foster independence in team by promoting motivation and creativity. D. Provide little autonomy and self-motivation	<b>2</b>	<b>CO1</b>

**SECTION B**  
**(4Qx5M= 20 Marks)**

Q 2	How will you differentiate between leader and manager?	5	CO2
Q 3	Discuss leader-member exchange theory with example.	5	CO3
Q 4	How leaders can have a positive impact on their organization through mentoring?	5	CO3
Q5	In what ways leaders can create ethical organizations?	5	CO4
<b>SECTION-C</b> <b>(2Qx10M=20 Marks)</b>			
Q 6	Imagine you as a manager at a national corporation. You have been asked to select employees for a virtual problem solving team. What types of employees would you include and why? What strategies you would take to build trust among virtual team members.	10	CO4
Q7	What are the central tenets and main limitations of behavioural theories of leadership? How will you differentiate between transactional and transformational leader?	10	CO2
<b>SECTION-D</b> <b>(2Qx25M=50 Marks)</b>			
Q8	<p>New Boss and his Leadership Style For Several month's employees of a large corporation have been very dissatisfied with the new division head. Before the arrival of the new division head, the department had functioned as a cohesive, effective unit, combining hard work with equal amount of leisure. The new division head has very strong idea about the types of environment his employees should have. As one supervisor puts it, it resembles a full scale military operation. No longer are occasional informal gatherings during office hours. The bottom line has become productivity first, with the employees' feelings being considered as an after thought. Grass-root employees as well as supervisory personnel are very upset about the changes in structure, and their dissatisfaction is beginning to show up in their performances. Because of the decreased productivity levels, the supervisors have been informed that if they don't shape up their subordinates, "the axe will fall on several heads". The frustration and anger is now beginning to come to a full boil and the supervisors have decided to meet to discuss the situation.</p> <p><b>Questions</b> <b>From the view point of theory of X and Y, what assumption did the new head make about the way in which people work most effectively?</b></p>	25	CO4
Q9.	Laura is the associate director of a nonprofit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for funding. However, they have also suffered high staff		CO4

turnover. Two directors, three key research staff, and one staff person from the finance department have left.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

### **Questions**

**How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?**