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MBA Semester- 4th Examination, 2026
MASTER OF BUSINESS ADMINISTRATION
PAPER: MBA 408A
(LEADERSHIP AND TEAM DYNAMICS)

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Full Marks: 80 **Time: 3 Hours**

The figures in the right-hand margin indicate full marks.
Candidates are required to give their answers in their own words as far as practicable.

Group-A

Answer any **EIGHT** of the following questions: 8×5=40

1. Explain the importance of leadership in an organization.
2. What is FIRO-B? Explain its relevance to understand interpersonal relationships. 2+3
3. Define leadership. How is it different from management? 2+3
4. Distinguish between charismatic leadership and transformational leadership.
5. Explain the characteristics of an effective team leader.
6. Distinguish between transformational leadership and transactional leadership.
7. Define succession planning. Why is it essential for organizational continuity and growth? 2+3
8. Explain the key dimensions of the Johari Window model.
9. State the differences between competitive and collaborative behaviour in teams.
10. What is meant by Appreciative Inquiry? How does it help in enhancing team development? 2+3
11. "An effective leader accepts more responsibility for failures and shares less credit for success." Elaborate this statement.
12. Define ethical leadership. State the characteristics of an ethical leader.2+3

Group-B

Answer any **FOUR** of the following questions: 4×10=40

13. What is strategic leadership? Explain its role in helping organizations gain and sustain long-term competitive advantage. 3+7
14. Explain the meaning of high-performance culture. How can leaders create and sustain a high-performance culture? 3+7

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15. Define team dynamics. Explain the factors affecting team dynamics.3+7
16. Briefly explain the stages of team formation and development.
17. Evaluate the importance of education, experience, and mentoring in developing effective leadership.
18. Examine the benefits and limitations of Sensitivity Training in the context of organizational development and team effectiveness.

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