

TILAK MAHARASHTRA VIDYAPEETH, PUNE
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: MAY - 2025
SEMESTER - IV
Sub.: Leadership & Decision Making (MHRM407)

Date : 23/05/2025	Total Marks : 60	Time: 10.00am To 12.30 pm
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Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

- Q. 1. Write Short notes on (Any Three) (15)**
1. Bureaucratic
 2. Coercive
 3. Laissez Faire
 4. Role of ethics in decision-making.
 5. SWOT analysis
- Q. 2. Answer in detail (Any One) (10)**
1. Explain 'Democratic Leadership' in detail.
 2. What are the key skills required for effective decision-making?
- Q. 3. Answer in detail (Any One) (10)**
1. Discuss the major challenges faced in decision-making processes.
 2. Explain 'Servant Leadership' and discuss its significance in decision making.
- Q. 4. Answer in detail (Any One) (10)**
1. A leader must possess certain qualities. List out and explain those qualities.
 2. Describe the key features of Transformational Leadership Theory.
- Q. 5. Case study: The Ethical Dilemma (15)**
- Rahul is a 28-year-old assistant manager at a small but growing company that sells digital marketing services. The company has been struggling to attract investors, and its financial situation is unstable.
- One day, Rahul's boss, Mr. Mehta, calls him into his office and asks him to alter the company's sales data to make it appear as if they have higher revenue and more clients than they actually do. Mr. Mehta argues that this is necessary to secure funding, which will ultimately benefit everyone in the company. He assures Rahul that once they receive investments, they will generate real profits, and no one will ever know about the manipulated data.
- Rahul feels uncomfortable with the request. He knows that falsifying data is unethical and could have legal consequences. However, he also realizes that refusing may anger his boss and put his job at risk. If he loses his job, he will face financial difficulties, as he has a family to support.
- Rahul is now faced with a difficult decision: Should he comply with his boss's request and risk his integrity, or should he refuse and risk his job?
- Questions:**
1. What should Rahul do in this situation?
 2. How can Rahul demonstrate ethical leadership while protecting his job?
 3. What are the possible consequences of both obeying and refusing his boss's request?