

TILAK MAHARASHTRA VIDYAPEETH, PUNE
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: MAY - 2026
SEMESTER - IV

Sub.: Leadership & Decision Making (MBA24-HRM406/MHRM407)

Date : 22/05/2026

Total Marks : 60

Time: 10.00 am to 12.30 pm

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

- Q. 1. Write Short notes on (Any Three) (15)**
1. Trait Theory of leadership
 2. Transformational Leadership style
 3. Skills for effective decision-making
 4. Leadership styles
 5. Challenges faced during the decision-making process
- Q.2. Answer in detail (Any One) (10)**
1. What is leadership explain with its main characteristics and why is it important in organizations?
 2. What qualities are required for a good leader? How does effective leadership with the necessary qualities contribute to organizational success?
- Q.3. Answer in detail (Any One) (10)**
1. What are personality traits and how do they influence leadership behavior? Discuss different personality types in leadership.
 2. What is Transactional Leadership and how does it function in organizations?
- Q. 4. Answer in detail (Any One) (10)**
1. What is decision-making and why is it important in management?
 2. How do ethics and values influence decision-making in organizations?
- Q.5. Case study: (15)**

At BrightWave Technologies, the HR department decided to introduce a new attendance policy to improve employee discipline and productivity. Without discussing the changes with employees or department managers, HR announced that any employee coming even five minutes late would lose half-day salary benefits. The decision was implemented immediately through an official email.

Many employees were unhappy because some staff members travelled long distances and often faced traffic problems or train delays. Team leaders also felt that the policy was too strict and would reduce employee motivation. Within a few weeks, employees started feeling stressed and frustrated. Some employees who were performing well also received salary deductions because of small delays in attendance.

As dissatisfaction increased, employees began discussing the issue negatively during office hours. A few experienced employees even started searching for jobs in other

companies. The work environment became tense, and communication between employees and HR weakened. Department managers informed HR that employee morale was falling, but HR believed the policy would improve discipline over time.

The management noticed increasing complaints and lower employee engagement, but no clear solution had been found. The situation remained unresolved and employees continued feeling unhappy with the decision taken by the HR department.

Questions:

1. How could the HR department have involved employees and managers before implementing the new attendance policy?
 2. What alternative decision-making approaches could HR use to balance discipline and employee satisfaction?
 3. How can HR rebuild employee trust and improve morale after a wrong organizational decision?
-