

ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)
ORGANISATION OF ISLAMIC COOPERATION (OIC)

DEPARTMENT OF BUSINESS AND TECHNOLOGY MANAGEMENT

Semester Final Examination

Winter Semester, A. Y. 2022-2023

Course No. : HUM 4761

Time : 3 hours

Course Title : Business Ethics and Leadership

Full Marks : 150

Answer all 6 (six) questions. All questions carry equal marks. Marks of each question and corresponding CO and PO are written in the right margin with brackets.

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- 1. a) How do the four stages of team development affect leadership expectations? 7.5 (CO1) (PO9)
 - b) Describe pseudotransformational leadership. Give two examples of leaders that fit this leadership style. Explain the difference between personalized leadership and socialized leadership 7.5 (CO1) (PO9)
 - c) Explain Kouzes and Posner's five practices that enable leaders to get extraordinary things accomplished. 10 (CO1) (PO9)
 - 2. a) Describe the five basic characteristics of authentic leadership proposed by Bill George. 15 (CO1) (PO9)
 - b) Balanced processing is a self-regulatory behavior. How would a leader know if he or she were doing balanced processing? How does balanced processing fit with passion and vision? 05 (CO2) (PO9)
 - c) Relational transparency is a self-regulatory behavior. How many of one's negative qualities should a leader expose to others? What is an "appropriate manner" of sharing core feelings, motives, and inclinations? 05 (CO2) (PO9)
 - 3. a) What are the four archetypes of patterns of adaptive change a leader needs to identify in the Adaptive Leadership approach. 10 (CO1) (PO9)
 - b) What are the ways leaders can regulate distress in an organization, according to adaptive approach? 10 (CO1) (PO9)
 - c) Does the Adaptive Leadership approach work well in every situation? In a stable and profitable company, with no environmental stressors, would this still be a useful approach for a leader to use? 05 (CO2) (PO9)
 - 4. a) Compare and contrast Blake and Mouton's managerial grid theory to the Ohio State and Michigan studies. 7.5 (CO1) (PO9)
 - b) Are seasoned workers permanently at the D4 level? How well does the SLII model fit the work experience of an employee who's held the same position for 20 years? 7.5 (CO2) (PO9)

c)	How might group size affect the relative importance of each of the three skills in Katz' model?	05	(CO2) (PO9)
d)	What are the three decisions a leader needs to make to determine whether or how to intervene to improve team functioning? Discuss the elements necessary to determining monitoring or taking action to help the team.	05	(CO1) (PO9)
5. a)	Describe the differences between ethical egoism, utilitarianism, and altruism. Give an example of each.	7.5	(CO3) (PO7)
b)	Explain virtue-based theories. How do they differ from teleological and deontological theories?	05	(CO3) (PO7)
c)	Explain Kohlberg's six stages of moral development.	12.5	(CO3) (PO7)
6. a)	Define and describe the principles of ethical leadership. Which two of the five covered in this chapter do you think are the most important? Why?	10	(CO3) (PO7)
b)	Describe the toxic triangle. Discuss how do the three elements relate to one another?	10	(CO3) (PO7)
c)	Describe the differences between Heifetz's and Burns's perspectives on ethical leadership. Choose the one that you think is most valuable and explain why.	05	(CO3) (PO7)