

Code No: MB193A1/R19

MBA III Semester Regular/Supplementary Examinations, December/January -2024

LEADERSHIP AND CHANGE MANAGEMENT

Time: 3 Hours

Max. Marks: 75

*Answer Any FIVE Questions, one from each unit
Question No. 11 is Compulsory*

UNIT-I

1. a) What is path-goal leadership and how does it differ from others? 6M
b) Discuss about the role of leadership in the 21st century. 6M

(OR)

2. a) How do transformational and transactional leadership impact each other? Explain. 6M
b) What are the four leadership styles described in Hersey and Blanchard's situational model? 6M

UNIT-II

3. a) What is the importance of Herzberg's two-factor theory? Discuss. 6M
b) Discuss Principles of learning to develop effective leadership & charting vision. 6M

(OR)

4. a) What is Alderfer's ERG theory of motivation? Discuss about the benefits of this theory. 6M
b) What is the Indian leadership style? What should a leader consider when creating a vision for an organization? 6M

UNIT-III

5. a) Discuss about the ways to improve self-esteem. 6M
b) How does leadership affect creativity? Explain. 6M

(OR)

6. a) Is assertiveness a leadership skill? How can a leader develop assertiveness? 6M
b) What is lead by integrity? Why is integrity important in leadership? 6M

UNIT-IV

7. a) What are the most commonly utilized change models in change management? 6M
b) Is change management same as transformation? Discuss. 6M

(OR)

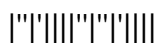
8. a) What are the KPIs used when working on a change project? 6M
b) What is value based approach for change management? Discuss. 6M

UNIT-V

9. a) Explain in detail TPPM with illustrations. 6M
b) What are the different types of OD interventions? Discuss about person focused OD interventions. 6M

(OR)

10. a) What is the intervention mapping model? How do you choose and implement an intervention strategy? 6M
b) What is the role of OD practitioner? What are the ethical dilemmas with OD practitioners? 6M



11. CASE STUDY

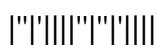
15M

Read the case carefully and answer the questions at the end.

Tushar had been hearing the rumor doing the rounds since the past ten days. However, as per his nature, he had ignored it and concentrated on doing his Job even better. But today, Tushar had seen his name along with other names recommended and officially told to start attending the three-month's computer course to gain knowledge on the usage of computers to textile industry.

Tushar, after completing a polytechnic (diploma) in Textile engineering had joined the J.P. Mills as a junior assistant in the design development department, some twenty years ago. At the time of joining, the textile industry was booming. J.P. Mills was also doing well in terms of volume and profitability during the boom period. However, with the opening of the economy and the entry of many multinational readymade brands, a visible change was seen in the customers' buying behaviour. The past seen to eight years has seen a shift in the customers' mindset towards purchase of ready-to use wear. This was unlike the earlier trend, when people preferred to purchase a well-known textile company's cloth material (in this market J.P. Mills was doing very well and had almost 27% market share), and get their clothes stitched by any well-known tailor. So as to keep in pace with the new market requirement, the J.P. Mills Owner and Managing Director, Nithin Kapasi, decided to enter into a tie-up with an MNC, Sandy Wear Store, which wanted to enter into a joint venture with J.P. Mills to get a manufacturing base in India.

It was in this connection that the rumors started circulating about the new management planning to remove the existing employees of J.P. Mills by introducing programmes for them under the guise of upgrading their knowledge in computers. When the rumors started initially, many executives and employees had put in their papers. But many others, like Tushar, continued to put in their hours, but one could always sense their uneasiness, Hence, seeing his name on the notice board, made Tushar uneasy and he was expecting the worst, when he received a call from Nancy, the P.A. to the Personnel Manager, Viresh, asking him to meet the latter after the lunch break.



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Tushar, when he met Viresh, was pleasantly surprised to hear that in the new organizational set-up, he would be required to do a lot of the work on the computer (packages). This would eventually result in a lot of cost saving for the company, because the available new computer packages in the market will help in reducing the time (spent between receipt of order, selection of the various designs (optimised) selection can be done with the help of the new software packages) and execution of the orders in time. Viresh ended the talk by saying that the new management expected all this responsibility to be entrusted to Tushar and hence his name had been put up on the list of those required to attend various computer courses.

Questions:

- i. What factors had caused resistance in change among J.P. Mills employees?
- ii. Do you agree with the strategy adopted by Viresh in communicating about the changes to Tushar?
- iii. Could you suggest any other way of handling the above situation? Why?

