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Question Paper Code: CMBB62



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

## MODEL QUESTION PAPER

MBA IV Semester End Examinations, June – 2020

Regulations-18

### LEADERSHIP AND CHANGE MANAGEMENT (MASTER OF BUSINESS ADMINISTRATION)

**Time: 3 Hours**

**Max Marks: 70**

Answer any ONE question from each Unit  
All questions carry equal marks  
All parts of the question must be answered in one place only

UNIT – I			
1	a)	Define leadership. Write about the characteristics and importance of Leadership.	[7M]
	b)	Enumerate the leadership theory of Blake and Mouton's leadership Grid and Write about the applications of this theory.	[7M]
2	a)	Give in detail description about the leadership behavior of Ohio state leadership studies.	[7M]
	b)	Elaborate in detail about the strengths of trait approach and criticisms of trait approach.	[7M]
UNIT – II			
3	a)	What do you understand about Fiedler's Contingency Theory of leadership and write its applications..	[7M]
	b)	List out in detail about the strengths of Path-Goal theory and criticisms of Path-Goal theory.	[7M]
4	a)	Describe how a professional coach in any sport might use House's revised path-goal theory to clarify players' path-goal perceptions.	[7M]
	b)	Exemplify about the foundations of Path goal theory and its relevance in present day organizations?	[7M]
UNIT – III			
5	a)	Identify three transformational leaders, and describe their leadership traits and behavioral styles.	[7M]
	b)	In your view, which leadership theory has the greatest practical application? Why?	[7M]
6	a)	Write about a model of Transformational Leadership. How does the Transformational Leadership Work?	[7M]
	b)	Enumerate the concept of Servant Leadership? Write about the ten characteristics of a Servant theory of leadership with examples?	[7M]
UNIT – IV			
7	a)	Define Informal organization structure? Write the benefits and limitations of Informal organization structure.	[7M]
	b)	Illustrate the concept in detail about politics in organizations? Explain about the dimensions of politics in organization?	[7M]
8	a)	Elucidate the concept of organization learning? How to motivate the employees to manage the Resistance to change?	[7M]
	b)	Describe the concept of strategic level of change? Explain different phases of Strategic level change?	[7M]
UNIT – V			
9	a)	Differentiate between non- routine technology and routine technology in management of change.	[7M]
	b)	How Technology impacts organization structure and also write about the four types of technology categories in detail.	[7M]
10	a)	Briefly explain about the Policies and Procedures to Handle Downsizing and also how the downsizing is handled with care in organization.	[7M]
	b)	List out the detail steps in the Employee Involvement for Effective Change Management	[7M]



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## COURSE OBJECTIVES

The course should enable the students to:

I	Demonstrate knowledge in strengthening the organization, empowering individuals and promoting accountability and ownership principles.
II	Recognize the people for new challenges, make change happen, seek and act on opportunities and improve and enhance the way things are done.
III	Provide leaders and managers with clear insights on how to effectively motivate people through corporate culture or organizational change.
IV	Recognize and understand the intricate relationship between the strategic business plan of the organization and the role of organization development

## COURSE OUTCOMES

Students who complete the course will have demonstrated the ability to do the following.

CMBB6201	Identify the emotions, responses, and needs experienced during the exploration phase, and the strategies to manage the exploration phase.
CMBB62.02	Develop the planning skills needed to introduce and implement positive change
CMBB62.03	Recognize the behaviors and traits of a change leader, and the role of resilience during change.
CMBB62.04	Understand the misconceptions about change and the importance and benefits of change.
CMBB62.05	Understand the fundamentals of managing change by identifying the levels of change
CMBB62.06	Recognize the truths and misconceptions about change, differentiate between change and transition
CMBB62.07	Monitor the outcomes of change that effects the organisation structure change and transition
CMBB62.08	Identify the information required during and the common responses to the new beginnings phase, as well as strategies to manage the new beginnings phase.
CMBB62.09	Analyze and evaluate problems associated with change in organizations.
CMBB62.10	Begin managing change by encouraging creativity and commitment to change in employees, using effective communication and listening skills, and controlling the grapevine.

**Mapping of Semester End Examination to Course Outcomes:**

SEE Question No		Course Outcomes		Course Outcomes	Blooms Taxonomy Level
1	a	CMBB62.01	Identify the emotions, responses, and needs experienced during the exploration phase, and the strategies to manage the exploration phase.	CO1	Understand
	b	CMBB62.02	Develop the skills needed to support innovation and improvement.	CO1	Understand
2	a	CMBB62.04	Use consultative processes to reduce the barriers to change	CO2	Remember
	b	CMBB62.05	Recognize the behaviors and traits of a change leader, and the role of resilience during change.	CO2	Remember
3	a	CMBB62.07	Understand the misconceptions about change and the importance and benefits of change.	CO3	Understand
	b	CMBB62.14	Monitor the outcomes of change that effects the organization structure.	CO3	Understand
4	a	CMBB62.07	Understand the misconceptions about change and the importance and benefits of change.	CO4	Remember
	b	CMBB62.08	Identify the obstacles to change including resistance and negative reactions to change, empower employees	CO4	Remember
5	a	CMBB62.11	Understand the fundamentals of managing change by identifying the levels of change	CO5	Understand
	b	CMBB62.12	Identify the steps of a change process, analyze a change situation	CO5	Remember
6	a	CMBB62.07	Understand the misconceptions about change and the importance and benefits of change.	CO6	Understand
	b	CMBB62.06	Understand the role of change in organizational success.	CO6	Remember
7	a	CMBB62.07	Understand the misconceptions about change and the importance and benefits of change.	CO7	Remember
	b	CMBB62.09	Begin managing change by encouraging creativity and commitment to change in employees, using effective communication and listening skills, and controlling the grapevine.	CO7	Understand
8	a	CMBB62.13	Recognize the truths and misconceptions about change, differentiate between change and transition	CO8	Remember
	b	CMBB62.12	Identify the steps of a change process, analyze a change situation	CO8	Understand
9	a	CMBB62.02	Develop the skills needed to support Innovation and improvement.	CO9	Remember
	b	CMBB62.05	Recognize the behaviors and traits of a change leader, and the role of resilience during change.	CO9	Remember
10	a	CMBB62.13	Recognize the truths and misconceptions about change, differentiate between change and transition	CO10	Understand
	b	CMBB62.14	Monitor the outcomes of change that effects the organisation structure.	CO10	Understand

Signature of Course Coordinator

HOD, MBA