



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad-500043

## MASTER OF BUSINESS ADMINISTRATION

### TUTORIAL QUESTION BANK

<b>Course Title</b>	<b>LEADERSHIP AND CHANGE MANAGEMENT</b>				
<b>Course Code</b>	CMBB62				
<b>Program</b>	Master of Business Administration				
<b>Semester</b>	IV				
<b>Academic Year</b>	2019 - 2020				
<b>Course Type</b>	<b>Theory</b>				
<b>Regulation</b>	<b>IARE - R18</b>				
<b>Course Structure</b>	<b>Lectures</b>			<b>Tutorials</b>	
	<b>Theory</b>	<b>Practical</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Chief Coordinator</b>	Dr. T Srinivasa Rao, Professor				
<b>Course Faculty</b>	Dr. T Srinivasa Rao, Professor				

#### COURSE OBJECTIVES;

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	Understand the intricate relationship between the strategic business plan of the organization and the role of organization development.

#### COURSE LEARNING OUTCOMES:

**Students, who complete the course, will have demonstrated the ability to do the following:**

CMBB62.01	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 organization 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.

### TUTORIAL QUESTION BANK

S. No	QUESTION	Blooms Taxonomy Level	Course Outcomes	Course learning Outcome
<b>UNIT-I</b>				
<b>INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP</b>				
<b>PART-A (SHORT ANSWER QUESTIONS)</b>				
1	Briefly describe the importance of Leadership.	Remember	CO 1	CMBB62.01
2	List out the components of leadership?	Understand	CO 1	CMBB62.01
3	Illustrate the strengths of trait approach?	Understand	CO 1	CMBB62.01
4	List any two criticisms of trait approach.	Remember	CO 1	CMBB62.01
5	Write the applications of trait approach.	Understand	CO 1	CMBB62.01
6	Demonstrate the concept of three skill approach?	Analyze	CO 1	CMBB62.01
7	List out the components of skill based model.	Understand	CO 1	CMBB62.01
8	Write about the outcomes of leadership.	Remember	CO 1	CMBB62.02
9	Give any two strengths of skills approach of leadership.	Analyze	CO 1	CMBB62.02
10	Describe any two criticisms of skills approach of leadership?	Remember	CO 1	CMBB62.01
11	Give few applications of skills approach of leadership.	Understand	CO 2	CMBB62.02
12	Elucidate the concept of Ohio state leadership studies.	Remember	CO 2	CMBB62.02
13	Describe the sources of becoming young leader?	Understand	CO 2	CMBB62.03
14	Elaborate the concept of Big five personality traits?	Remember	CO 2	CMBB62.03
15	Summarize the importance of leadership in trait leadership.	Analyze	CO 2	CMBB62.03
<b>PART-B (LONG ANSWER QUESTIONS)</b>				
1	Define leadership. Write about the characteristics and importance of Leadership.	Understand	CO 1	CMBB62.01
2	Give in detail description about the leadership behavior of Ohio state Leadership studies.	Remember	CO 1	CMBB62.01
3	Demonstrate the leadership theory of Blake and Mouton's leadership Grid and Write about the applications of this theory.	Understand	CO 1	CMBB62.01
4	Write about the importance in theory of Michigan state and situation approach of leadership.	Remember	CO 1	CMBB62.03
5	Exemplify the concept of ideal manager according to the Leadership Grid and What is meant by managerial grid?	Remember	CO 1	CMBB62.03

6	Illustrate the 4 contingency leadership theories and explain the path goal theory of leadership?	Understand	CO 1	CMBB62.03
7	What is meant by managerial grid and How many dimensions are there in Blake and Mouton Managerial Grid?	Understand	CO 1	CMBB62.03
8	Elucidate the concept of leadership grid and why is managerial grid important?	Remember	CO 1	CMBB62.03
9	How does the Blake Mouton model of leadership style seek to explain what comprises effective leadership?	Understand	CO 1	CMBB62.03
10	List out the 3 most important qualities of a leader and explain leaders born or made?	Analyze	CO 1	CMBB62.03
11	How does the Blake Mouton model of leadership style seek to explain what comprises effective leadership?	Remember	CO 2	CMBB62.02
12	Compare and contrast the major difference between the Ohio State studies and the Michigan studies of leadership?	Analyze	CO 2	CMBB62.02
13	Demonstrate the two main dimensions of the Ohio studies into leadership?	Remember	CO 2	CMBB62.03
14	What were the two main styles of leadership behavior that the University of Michigan study developed? Illustrate.	Understand	CO 2	CMBB62.02
15	Enumerate the difference between a job centered manager and an employee centered manager?	Understand	CO 2	CMBB62.03
16	List out the three factors which determine the Favorableness of leadership environment?	Remember	CO 2	CMBB62.03
17	Illustrate the key characteristics of transactional leaders and Ohio State model of leadership behavior?	Analyze	CO 2	CMBB62.03
18	Enumerate the basic difference between consideration behavior and initiating structure behavior?	Understand	CO 2	CMBB62.03

**PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)**

1	Which leadership qualities are essential when dealing with the identified critical risk?	Understand	CO1	CMBB62.03
2	What are the most important skills of a project manager and briefly explain about the 7 leadership styles.	Understand	CO1	CMBB62.03
3	“A good leader is not necessarily a good manager”. Discuss this statement and compare Leadership with Management.	Remember	CO1	CMBB62.02
5	Describe about the Big five factor personality trait approach in leadership.	Understand	CO2	CMBB62.03
6	Write about the importance of Katz’s three skills approach management.	Remember	CO2	CMBB62.01
7	How does Trait Approach Works? What are the applications of trait approach?	Understand	CO2	CMBB62.01
8	Discuss in detail about the strengths of trait approach and criticisms of trait approach.	Understand	CO2	CMBB62.01
9	Give in detail description about the components of leadership.	Remember	CO2	CMBB62.02
10	Describe the Skill model approach and write its strengths and criticisms of skill approach?	Understand	CO2	CMBB62.02

**UNIT-II**

**CONTINGENCY LEADERSHIP**

**PART-A(SHORT ANSWER QUESTIONS)**

1	Exemplify contingency theory of leadership?	Remember	CO 3	CMBB62.04
2	Write any two strengths of contingency approach?	Understand	CO 3	CMBB62.04
3	How does Contingency Theories Work?	Remember	CO 3	CMBB62.04
4	List any two criticism of contingency approach?.	Remember	CO 4	CMBB62.04
5	Write about the applications of Contingency theory of leadership.	Understand	CO 3	CMBB62.04
6	What are the Situation variables associated in Fiedler’s Contingency Theory? Illustrate.	Remember	CO 4	CMBB62.05
7	Enumerate the concept of democratic Leadership style	Understand	CO 3	CMBB62.06

8	Mention the different styles of leadership.	Understand	CO 4	CMBB62.04
9	Write about the follower characteristics involved in Path-goal theory.	Remember	CO4	CMBB62.04
10	Give few applications of Path-goal theory of leadership.	Understand	CO 3	CMBB62.04
11	List out the major components of Path – goal theory of leadership?	Understand	CO 3	CMBB62.05
12	Discuss about the leadership behaviors in Path – goal theory.	Remember	CO 3	CMBB62.05
13	List out any two strengths of Path-goal theory of leadership.	Remember	CO 3	CMBB62.06
14	Write any three criticisms of Path-goal theory of leadership.	Understand	CO 4	CMBB62.05
15	Demonstrate the Transformational Leadership Theory with example.	Remember	CO 3	CMBB62.05
16	Why is situational leadership most effective. Explain.	Remember	CO 4	CMBB62.05
17	Write any two examples of transactional leadership?	Remember	CO 3	CMBB62.06
<b>PART-B (LONG ANSWER QUESTIONS)</b>				
1	Enumerate the concept of Contingency theory of leadership? How does Contingency theory works?	Remember	CO 3	CMBB62.04
2	Explain about the foundations of Path goal theory and its relevance in present day organizations?	Remember	CO 3	CMBB62.04
3	Describe about the situational variables involved in about Fiedler's Contingency Theory of leadership?	Understand	CO 4	CMBB62.04
4	Illustrate briefly about Fiedler's Contingency Theory of leadership and write its applications.	Understand	CO 3	CMBB62.04
5	Discuss about the strengths and criticisms of Fiedler's Contingency Theory of leadership?	Remember	CO 4	CMBB62.05
6	Describe in detail about the different styles of leadership in Contingency Approach.	Understand	CO 3	CMBB62.05
7	Discuss in detail about the major components involved in Path-Goal Theory of Leadership.	Remember	CO 4	CMBB62.05
8	Explain the importance of basic idea behind the Path-Goal Theory of leadership.	Understand	CO 3	CMBB62.06
9	Discuss in detail about the strengths of Path-Goal theory and criticisms	Remember	CO 3	CMBB62.06
10	List out the applications of Path –goal theory of Leadership?	Remember	CO 3	CMBB62.06
11	What is the best leadership assessment tool and prepare for a leadership assessment for any situation.	Understand	CO 3	CMBB62.05
12	Demonstrate the purpose of a leadership assessment and list out characteristics of a good leader?	Remember	CO 3	CMBB62.05
13	Enumerate the concept of Fiedler's contingency theory of leadership and the advantages of contingency theory	Remember	CO 4	CMBB62.06
14	List out the contingency models of leadership and the three situational characteristics according to Fiedler's contingency theory?	Remember	CO 3	CMBB62.06
15	Which type of leadership theory explains the effectiveness of leadership and depends on the match between a leader's style and the demands of a situation?	Remember	CO 4	CMBB62.14
16	Which leader sets challenging goals and expects followers to perform at their higher level?	Understand	CO 3	CMBB62.14
17	How are the University of Michigan Ohio State and Blake and Mouton leadership grids similar How do they differ?	Remember	CO 3	CMBB62.14
18	Compare and contrast the major difference between the Ohio State studies and the Michigan studies of leadership?	Understand	CO 3	CMBB62.14
<b>PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)</b>				
1	Describe how a professional coach in any sport might use House's revised Path-goal theory to clarify players' path-goal perceptions.	Understand	CO 3	CMBB62.06
2	Have you ever been a member of an in-group or out-group? For either situation, describe the pattern of interaction between you and your manager.	Remember	CO 4	CMBB62.06

3	Who is the founder of contingency theory, What are the three major contingency theories of leadership?	Remember	CO 3	CMBB62.05
4	Exemplify the concept of contingency approach, describe about the situational approach?	Understand	CO 3	CMBB62.06
5	What do you mean by contingency leadership, determine the 7 leadership styles with examples?	Remember	CO 3	CMBB62.06
6	List out briefly the qualities of a good team leader and the 7 functions of leadership	Remember	CO 3	CMBB62.06
7	Exemplify the concept of situational leadership? situational leadership most effective	Remember	CO 3	CMBB62.05
8	What are the four contingency leadership theories and Who is the founder of contingency theory	Remember	CO 3	CMBB62.06
9	Which of the following is a difference between Fiedler's contingency theory of leadership and the path goal theory of leadership?	Remember	CO 4	CMBB62.05
10	List out the four styles of leadership suggested by Path goal theory the main principle of Path goal theory	Remember	CO 3	CMBB62.06

### UNIT-III

#### TRANSFORMATIONAL LEADERSHIP

#### PART-A(SHORT ANSWER QUESTIONS)

1	List out the factors involved in the model of Transformational leadership?	Remember	CO 5	CMBB62.07
2	How does a Transformational leader work in organization .explain?	Remember	CO 5	CMBB62.07
3	Elucidate the term 'Transformational Leadership'?	Understand	CO 6	CMBB62.07
4	Write any two strengths of Transformational theory of Leadership?	Understand	CO 5	CMBB62.07
5	Mention any three criticisms of Transformational theory of Leadership?	Remember	CO 6	CMBB62.07
6	Write short notes on applications of Transformational leadership?	Understand	CO 6	CMBB62.07
7	In which work areas the transformational leaders are specialized in organizations? Explain.	Remember	CO 6	CMBB62.07
8	What do you understand about transformational theory of leadership?	Analyze	CO 6	CMBB62.07
9	Demonstrate the importance of Servant Leadership in corporate ?	Remember	CO 5	CMBB62.07
10	Write any four characteristics of Servant Leadership theory?	Understand	CO 5	CMBB62.08
11	Discuss any two criticisms of Servant theory of Leadership?	Remember		CMBB62.08
12	Mention any two applications of Servant theory of Leadership?	Remember	CO 5	CMBB62.08
13	Write a short note on history of servant leadership?	Understand	CO 6	CMBB62.09
14	Compare and contract any two differences between the transformational leadership and servant leadership?	Understand	CO 5	CMBB62.10
15	Write a short note on importance of servant leadership?	Remember	CO 6	CMBB62.10

#### PART-B(LONG ANSWER QUESTIONS)

1	How can you describe the thinking and outlook of transformational leaders? Mention any one situation.	Remember	CO 6	CMBB62.07
2	List out the strengths of Transformational theory of Leadership? And explain how it will work in organizations.	Understand	CO 6	CMBB62.07
3	Write about a model of Transformational Leadership. How does the Transformational Leadership Work?	Remember	CO 5	CMBB62.09
4	Have you ever worked for a transformational leader? Describe Your experience in this aspect.	Remember	CO 5	CMBB62.09
5	Identify three transformational leaders, and describe their leadership traits and behavioral styles.	Understand	CO 5	CMBB62.09
6	In your view, which leadership theory has the greatest practical application? Why?	Understand	CO 5	CMBB62.09
7	Write about the ten characteristics of a Servant theory of leadership with examples?	Understand	CO 5	CMBB62.09

8	Discuss in detail about the applications of servant theory of leadership?	Remember	CO 6	CMBB62.10
9	Differentiate between transformational theory of leadership and servant Leadership?	Remember	CO 5	CMBB62.10
10	Discuss in detail about the criticisms of servant theory of leadership?	Understand	CO 6	CMBB62.10
11	Elaborate the concept of Servant Leadership? Explain the historical basis of servant leadership?	Understand	CO 6	CMBB62.10
12	Briefly describe about the strengths and weaknesses of servant theory of leadership?	Remember	CO 6	CMBB62.10

#### UNIT-IV

### ORGANIZATIONAL DESIGN AND CHANGE

#### PART-A (SHORT ANSWER QUESTIONS)

1	How many levels are there in strategic changes? What are they?	Remember	CO 8	CMBB62.11
2	In which situations to manage the strategic change in organization?	Understand	CO 8	CMBB62.11
3	How many Phases are there in strategic level of change in organization?	Remember	CO 7	CMBB62.11
4	Write short notes on group level change in organizations?	Understand	CO 7	CMBB62.12
5	Discuss about the organization level change?	Understand	CO 8	CMBB62.12
6	Write few lines about individual level change in organization?	Remember	CO 7	CMBB62.11
7	What do you understand about line organization structure?	Understand	CO 7	CMBB62.12
8	How many categories are there in Formal organizational structure?	Remember	CO 8	CMBB62.12
9	List out the Benefits of informal organization structure?	Understand	CO 8	CMBB62.11
10	Demonstrate the importance of Organization Culture at work place?	Remember	CO 8	CMBB62.12
11	Write a short note on Resistance to change?	Remember	CO 8	CMBB62.13
12	Mention the different types of organizational power?	Understand	CO 8	CMBB62.13
13	List out the recommendations about communication for effective change management?	Remember	CO 7	CMBB62.14
14	Briefly explain dimensions of politics in organizations?	Understand	CO 7	CMBB62.14
15	Define Change Agent? How many kinds of change agents are there?	Understand	CO 8	CMBB62.14

#### PART-B (LONG ANSWER QUESTIONS)

1	Demonstrate in detail strategic level of change? Explain different phases of Strategic level change?	Understand	CO 8	CMBB62.11
2	Discuss in detail about the group level and team level change in organizations.	Remember	CO 8	CMBB62.11
3	Define resistance to change? How to manage the resistance to change in organizations?	Understand	CO 7	CMBB62.12
4	Illustrate the concept of organization learning? How to motivate the employees to manage the Resistance to change?	Remember	CO 7	CMBB62.12
5	Briefly elaborate in detail about the different types of powers involved in the organizations.	Understand	CO 8	CMBB62.13
6	List out the need of politics in organizations? Explain about the dimensions of politics in organization?	Understand	CO 7	CMBB62.13
7	Define Change Agent? What is the role of Change agent in organization?	Remember	CO 7	CMBB62.13
8	Demonstrate in detail about the skills of change Agent in organization?	Remember	CO 8	CMBB62.14
9	Define Informal organization structure? Write the benefits and limitations of Informal organization structure.	Remember	CO 8	CMBB62.14
10	List out the three levels of change management in organization. And also explain the need of it.	Understand	CO 8	CMBB62.14
11	Is the power that arises because of a person's desirable resources or personal traits?	Remember	CO 8	CMBB62.12

12	Which leadership style is best for change management and leadership affect change management	Understand	CO 8	CMBB62.13
13	Why is the role of change management important in an organization and the objectives of organizational development	Understand	CO 7	CMBB62.13
14	How do you effectively communicate organizational change and involve employees in change management	Remember	CO 7	CMBB62.13
15	How do you communicate change in a team and effectively communicate organizational change	Remember	CO 8	CMBB62.14
16	List out the five elements of a learning organization and the four traits of organizational learning	Remember	CO 7	CMBB62.12
17	Describe in detail organizational learning and how can managers promote it and organizational learning culture	Understand	CO 7	CMBB62.13
18	Which of the following are characteristics of organizations that thrive and learn?	Understand	CO 8	CMBB62.13
19	List out the cost factors of maintaining an organizational learning environment	Remember	CO 8	CMBB62.13
20	How does the creation of a learning organization by leadership improve employee performance and commitment?	Remember	CO 8	CMBB62.14

**PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)**

1	What role do you believe a leader plays during an organizational change and lead change in the workplace. Describe in detail	Remember	CO 8	CMBB62.14
2	How do you implement change in an organization and successfully implement change in the workplace	Understand	CO 7	CMBB62.14
3	List out the last three steps of the safe implementation roadmap and organizing trends are changing the workplace	Remember	CO 7	CMBB62.12
4	Which of the following is a characteristic of a learning Organization its employees and the current trends in society	Understand	CO 8	CMBB62.13
5	Elaborate the four main activities of a learning organization and the five elements of a learning organization	Remember	CO 7	CMBB62.14
6	Describe the three prominent trends used by contemporary organizational Behaviour?	Understand	CO 7	CMBB62.14
7	Compare and contrast the difference between organizational learning and learning organization	Remember	CO 8	CMBB62.12
8	What are the three major trends that are shaping change in organizations and also write the need of change in organizations?	Understand	CO 8	CMBB62.13
9	How do you create a learning environment in the workplace and organizational learning strategy		CO 8	
10	Describe the terms organizational culture and organizational learning mean and future trend	Remember	CO 8	CMBB62.14

**UNIT-V**

**EMPLOYEE RELATION AND MANAGING CHANGE**

**PART-A(SHORT ANSWER QUESTIONS)**

1	Exemplify the word Management of Change?	Understand	CO 10	CMBB62.15
2	Write the importance of downsizing in organizations ?	Understand	CO 10	CMBB62.15
3	How do you define a managing change with respect to employee relations?	Understand	CO 9	CMBB62.15
4	Define technological change in organizations?	Remember	CO 10	CMBB62.16
5	How to handle conflicts in the departments at the time of technology change?	Remember	CO 10	CMBB62.16
6	Write short notes on Routine technologies?	Understand	CO 9	CMBB62.14
7	List out the four technology categories in employee relations.			
8	Define management of change in technology?	Understand	CO 9	CMBB62.17
9	Write any two main dimensions of impact of technology.	Understand	CO 9	CMBB62.17

10	Demonstrate the concept of the Leadership strategy using technology	Remember	CO 10	CMBB62.17
11	How the downsizing of employees is handled?	Remember	CO 10	CMBB62.14
12	Write a short note on Managing Downsizing in Organizations.	Understand	CO 10	CMBB62.17
13	Write briefly about the policies of downsizing in organizations.	Understand	CO 9	CMBB62.15
14	How changing technology impacts on organization structure?	Remember	CO 10	CMBB62.17
<b>PART-B(LONG ANSWER QUESTIONS)</b>				
1	Discuss about the management of change in technology and also write about the Technology Change Management Process Guide	Remember	CO 10	CMBB62.16
2	How technology strategy combination can affect Employee relations?	Remember	CO 10	CMBB62.17
3	Differentiate between non- routine technology and routine technology in management of change	Understand	CO 9	CMBB62.17
4	Describe about the Employee involvement Strategies in detail	Apply	CO 10	CMBB62.16
5	Write about the detail steps in the Employee Involvement for Effective Change Management	Remember	CO 10	CMBB62.15
6	Discuss about the managing downsizing in an organization and also payment of compensation in an organizations	Understand	CO 9	CMBB62.15
7	Demonstrate in detail about the Policies and Procedures to Handle Downsizing and also how the downsizing is handled with care in organization.	Understand	CO 10	CMBB62.16
8	Describe in detail about the Routine technology leading to mechanization	Remember	CO 9	CMBB62.16
9	How Technology impacts organization structure and also write about the four types of technology categories in detail	Understand	CO 9	CMBB62.17
10	Write in detail about the employee relations and managing change in an organizations.	Remember	CO 10	CMBB62.17
11	List out the steps Successful organizations take when responding to change	Understand	CO 10	CMBB62.15
12	How do you promote change in the workplace and What are change strategies	Understand	CO 10	CMBB62.16
13	Illustrate the four main approaches to managing organizational change	Remember	CO 9	CMBB62.16
14	List out the four main approaches to managing organizational change?	Remember	CO 10	CMBB62.17
15	How many steps are in the change management process? Elaborate in detail	Understand	CO 9	CMBB62.15
<b>PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)</b>				
1	How can becoming a learning organization affect the management of change. Elaborate the above statement.	Remember	CO 9	CMBB62.16
2	How do you lead change in an organization and manage resistance to change?	Understand	CO 9	CMBB62.17
3	List out the causes resistance to change in an organization and the first step in leading change	Remember	CO 10	CMBB62.17
4	Illustrate the four stages of transformational change and promote positive change in the workplace	Understand	CO 10	CMBB62.15
5	How can you prevent resistance to change and the types of resistance to change?	Understand	CO 9	CMBB62.17
6	What organizing trends are changing the workplace and stages of organizational development? Elaborate in detail.	Remember	CO 10	CMBB62.17
7	Exemplify the 4 major components of organizational change.	Understand	CO 10	CMBB62.15

Prepared by,  
**Dr. T Srinivasa Rao, Professor**  
Signature of the Faculty

HOD, MBA