

Code No: MB193A1 /19

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY GURAJADA VIZIANAGARAM

MBA III Semester Regular/Supplementary Examinations, November -2025

Leadership and Change Management (HR)

Time: 3 Hours

Max. Marks: 75

Answer any FIVE Questions One Question from Each Unit
Question No.11 is Compulsory

UNIT-I

1. a How will you define leadership as a process of influence? What are its various features? 6M
- b Write a short note on transformational and transactional leadership. 6M

OR

2. a Write a note on the evaluation of leadership. 6M
- b Discuss the various factors affecting leadership. 6M

UNIT-II

3. a Explain any two motivational theories of leadership. 6M
- b Analyze the principles of learning to develop effective leadership. 6M

OR

4. a As a manager, what are the emerging challenges in motivating your employees? 6M
- b What do you understand about organizational culture and its importance? 6M

UNIT-III

5. a How can you, as a leader, develop your creativity for effective management? 6M
- b Define team building and analyze the various principles of team building. 6M

OR

6. a Explain the concept of strategic leadership and its significance. 6M
- b Illustrate the Leadership with edification and its tools. 6M

UNIT-IV

7. a Determine the nature of change management. 6M
- b How can effective leadership drive organizational turnaround during times of change? 6M

OR

8. a Illustrate the different types of change management. 6M
- b How can leaders ensure that value-based change remains authentic rather than becoming a branding exercise? 6M

UNIT-V

9. a Write a note on the Total Project Management Model (TPMM) with suitable examples. 6M
- b Denote the various OD interventions in Indian organizations. 6M

OR

10. a Explain the different approaches to change in the organization. 6M
- b Evaluate the nature and scope of organizational development. 6M

CASE STUDY

- 11 Mr. Avinash was appointed as General Manager, Administration, at Phoenix Industries Limited. He joined the company about two years ago. Prior to joining this company, he served another company for two years. He did his M.B.A. from a reputed institution. He considered himself a high flyer. After receiving a promotion to General Manager of Administration, he felt quite excited and was enthusiastic about his new role. The post of general manager was at a sufficiently high level. However, because of his young age and lack of adequate experience, Mr. Avinash was considered a junior executive by most of his subordinates. 15M

The company's administration department had four major subunits: purchasing, record maintenance, printing, and secretarial services. Each subunit was headed by a manager. These four managers were directly reporting to Mr. Avinash. They had a combined experience of over 80 years with an average age of 45 years. Most of them had been with the company for a fairly long period, and that was with their current units. Since Mr. Avinash was quite inexperienced and young, these four managers viewed his appointment with hesitancy and suspicion. Also, they had a liking for the previous general manager and were sorry to see him leave the company.

The new general manager, Avinash, began holding weekly department meetings. However, he noticed that managers were hesitant to speak in the meetings; he was the only one to speak. He made some changes in the operating procedures that he felt would increase efficiency and announced them in a weekly departmental meeting. There were no reactions to the changes, but later he noticed that the managers continued to follow the old procedures. He talked to them individually, but felt that they were not opening up to him. The problem continued.

After about two months, Avinash started receiving complaints from other departments about the services they received from the administration department. These complaints are mostly related to printing and purchasing. Avinash believed that his department should provide the best possible services and, therefore, admonished his managers in a weekly departmental meeting. He still received little response from them. He continued to receive complaints and was becoming increasingly frustrated. On one day, he became very upset at the third complaint that week over jobs done in the printing unit. He stormed out of his office and down to the printing unit. The manager of the printing unit was out. Avinash called over the chief print operator, chewed him out, and told him to redo the job on the same day. When the printing unit manager returned and learned what had happened, he immediately called a meeting with the three other managers and described the events to them.

On this, commented the manager of the purchasing unit, "We have to do something. Avinash is too young, incompetent, and is a tyrant." "I agree, he dictates to us in departmental meetings, and now he goes behind our backs to our employees. He shows no confidence in us. I am fed up with this situation," said the manager of secretarial services. Finally. The manager – maintenance chimed in, "I don't think we have much choice. Avinash is highly regarded by top-level management. We can't talk to him and higher up, and if we should look for some other job opportunities." They all reluctantly agreed with the statement, and the meeting came to a close.

Questions:

1. Describe the nature of the problems in this case.
2. Explain what could have been done to prevent the problems.
3. Outline the means you would propose to solve the problems.