Registration Number:

Date & Session

**ST. JOSEPH’S COLLEGE (AUTONOMOUS), BENGALURU -27**

**BBA/BBASF – V SEMESTER**

**SEMESTER EXAMINATION: OCTOBER 2023**

**(Examination conducted in November /December 2023)**

**BADEH 5523: ORGANIZATIONAL LEADERSHIP AND CHANGE MANAGEMENT**

**(For current batch students only)**

Time- 2 hrs Max Marks-60

**This paper contains two printed pages and four parts**

**Section A**

**I.** Answer ***any five*** of the following (**5x2 = 10 Marks)**

1. State Transactional Leadership theory briefly.
2. What is Glass Ceiling?
3. What is the need for succession planning in leadership?
4. Cite any four qualities of a visionary leader.
5. What is the PDCA cycle of the Kaizen model?
6. How are Positive Psychology and self-leadership related?

**Section B**

**II.** Answer ***any four*** of the following (**4x5 = 20 Marks)**

1. Discuss any 4 differences between Autocratic and Democratic Leadership styles.
2. What is the key concept of Servant Leadership Theory?
3. Explain some of the challenges faced by woman leaders.
4. Describe some of the ethics in leadership.
5. Discuss the concept of CSR in the context of leadership.

**Section C**

**III.** Answer ***any two*** of the following (**2x10 = 20 Marks)**

1. Explain the McKinsey 7 S framework for organizational leadership and how it can be applied to assess an organization's effectiveness with examples.
2. Discuss the stages of team development and the role of a team leader in each stage. Provide some examples of team-building exercises that can be used to enhance team cohesion.
3. Discuss Kotter's 8 Steps to Change Management and explain how the concept can help address resistance to change within an organization.

**Section D**

**III. Answer the following (1x10=10 Marks)**

1. **Case Study: The Six Sigma Leadership Pathway at ABC Motors**

Meet Raj, a diligent assembly line worker at ABC Motors. He enrolls in a White Belt training program, which acquaints him with the fundamental principles and concepts of Six Sigma. Raj gains a comprehensive understanding of essential terms such as DMAIC (Define, Measure, Analyze, Improve, Control), enabling him to use this shared language in his daily work. He becomes adept at identifying potential improvements and actively shares these insights with his team.

After successfully completing his White Belt training, Raj decides to further his knowledge. He enrolls in the Yellow Belt program, where he delves deeper into Six Sigma tools and techniques. As a Yellow Belt, Raj becomes an integral member of his team's improvement projects. He assists in data collection, analysis, and the implementation of solutions. His contributions are valued, and he emerges as a key asset to his team's accomplishments.

Raj's dedication and expertise capture the attention of his supervisors. They encourage him to pursue Green Belt training. As a Green Belt, Raj takes on the responsibility of leading small to medium-sized process improvement projects within his department. He identifies bottlenecks in the production process, collects and analyzes data, and collaborates with his team to implement changes. Raj works closely with Black Belts, learning from their experiences, and contributes significantly to the overall improvement initiatives within the organization.

With a track record of successful projects, Raj aspires to become a Black Belt. He undergoes rigorous training in statistical analysis and project management. As a Black Belt, Raj takes charge of intricate improvement projects that can substantially influence ABC Motors' performance. He becomes a leader in his department, guiding Green Belts and other team members. Raj manages project timelines, conducts in-depth data analysis, and implements strategic solutions, resulting in substantial process enhancements.

Raj's journey does not culminate with his attainment of Black Belt status. He aims to achieve the highest level of expertise within ABC Motors' Six Sigma program. Recognized for his remarkable leadership and technical skills, he is chosen to become a Master Black Belt. In this role, Raj becomes a subject matter authority in Six Sigma methodology. He mentors and guides Black Belts, imparting his knowledge and experiences. Raj plays a pivotal role in project selection, drives Six Sigma implementation throughout the organization, and ensures that the principles of continuous improvement are deeply rooted in ABC Motors' organizational culture.

Questions:

1. Explain the process of the Six Sigma Leadership pathway in light of the case given above.  **5 Marks**
2. Highlight how the approach of the Six Sigma Leadership pathway is different from the other leadership styles. **5 Marks**