

**STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086.**  
**(For candidates admitted during the academic year 2019-20 and thereafter)**

**SUBJECT CODE: 19CM/PC/MT34**

**M.Com. DEGREE EXAMINATION NOVEMBER 2022**  
**COMMERCE**  
**THIRD SEMESTER**

**COURSE : CORE**  
**PAPER : MANAGEMENT OF TRANSFORMATION**  
**TIME : 3 HOURS** **MAX. MARKS: 100**

**SECTION – A**

**ANSWER ANY SIX QUESTIONS: (6x10=60)**

1. Explain the role of Transformational Leadership in the management of change.
2. “Developing Leadership from within is better than bringing from outside”-Comment
3. What is the role played by financial institutions in turnaround management of sick units?
4. Elaborate the steps involved in Business Process Reengineering.
5. Why do organizations go for a change and explain its motives and limitations?
6. Write a note on organization restructuring strategies by enlightening the Indian banking sector restructure in the recent past.
7. What are the salient features of The Six Box Organisational Model of change?
8. Write your observations on the role of COVID-19 in Process Redesign of service sector.

**SECTION – B**

**ANSWER ANY TWO QUESTIONS: (2x20=40)**

9. Elaborate on Quantitative and Qualitative Models of Prediction of Sickness.
10. Analyse the merits and limitations of Transformational and Transactional Leadership Approaches in the light of multicultural organizations.
11. Explain your views on Emerging Horizons of Management in Changing Environment of Retail sector.
12. Case study on turnaround strategy: “**Starbucks**”  
The coronavirus pandemic has been unkind to many businesses with a large high-street presence, and coffee retailers are no different. But despite a significant drop in sales, Starbucks can take some comfort in the fact that its most recent major transformation started during the last global financial crisis, when the previous CEO Howard Shultz closed hundreds of stores, laid off hundreds of middle managers and employees and embarked on a major acquisition trail of smaller drinks businesses.

When Shultz began the 2008 transformation, he started by slashing more than \$500m in costs throughout the business. He used some of this money to reinvest into the workforce through training and enhanced employee benefits. Key to the changes was encouraging a new corporate culture which, he said at the time, would be felt by customers in stores. The company’s leadership was told to focus more on developing its diversity and inclusion programme and encourage transparent engagement, communication and collaboration.

In July 2020, the Thinking Ahead Institute published a study looking at the importance of corporate culture in successful businesses. It concluded that, to be successful, transformational leadership involves “writing wide-scale change and

motivating the organisation to do more than happens incrementally”. Marisa Hall, Co-Head of the Thinking Ahead Institute, distils the best corporate cultures into three categories. According to Hall: “The goals of organisations should focus on sympathetically combining three things: building a diverse array of people that make up the organisation, recognising identity, and treating people with decency.”

In the Thinking Ahead Institute report, it concludes that achieving a change in culture, however, means challenging prior assumptions and beliefs, which requires innovative thinking. So, while the benefits of a strong and collaborative corporate culture are many, achieving a change can be tough for leadership teams to achieve. “It has to come right from the top,” says transformation consultant Hannah Kearthland. “It has to be something they believe deep in their bones. They may have to go through personal change and that’s hard.

“It involves being humble and recognising the leader they were before is not necessarily who they need to be now. It means working differently and it needs to feel like they’re working differently.” Starbucks is building its corporate culture around transparent engagement, communication and collaboration.

Questions:

1. What are the key steps taken by the management before going to change in the above case and write your comments regarding the same?
2. What should be the philosophy behind fixing the organizational goals as per the case study? Do you agree with this- comment?
3. Can you explore some learning lessons of management from the case?

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