



POST GRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF MANAGEMENT AND
LEADERSHIP/ DEGREE OF MASTER OF BUSINESS
ADMINISTRATION

MML 5103/SMO 509: TRANSFORMATIONAL LEADERSHIP

DATE: 9TH APRIL 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory.**
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

ECODRIVE'S ELECTRIC REVOLUTION

EcoDrive Automotive is a 70-year-old car manufacturer renowned for its powerful and reliable gasoline engines. For decades, the company's culture has been built on mechanical engineering excellence, predictable production cycles, and a hierarchical, top-down management style. The company's identity is deeply rooted in its history, and its long-serving employees, many of whom are mechanical engineers and assembly-line veterans, take immense pride in the "roar of an EcoDrive engine."

Over the past five years, however, EcoDrive has faced mounting pressure. Stricter global emissions regulations have led to costly fines, and a surge in consumer demand for electric vehicles (EVs) has seen the company's market share decline rapidly. Competitors, both new and old, are launching successful EV models, positioning themselves as innovative and environmentally conscious. EcoDrive's board has finally acknowledged that simply making minor improvements to its existing engines—a strategy that has worked in the past—is no longer viable. Their response to environmental regulations has so far been purely defensive, focusing on compliance to avoid penalties rather than seeing it as a market opportunity. The board has approved a multi-billion dollar strategic shift: **"Project Electra."** The goal is to launch a full range of EVs within five years. This requires a massive transformation. The company needs to build new factories, retrain thousands of employees, and hire new talent in software development, battery technology, and data science—fields completely foreign to EcoDrive's traditional workforce.

The CEO, Maria Vance, knows this is not just a technical challenge of retooling factories. It represents a fundamental threat to the company's

identity. During a recent town hall meeting to announce the new strategy, she was met with skepticism and fear. A senior engineer stood up and said, "We build the best engines in the world. This focus on 'silent' cars and software feels like a betrayal of everything that made this company great. What happens to us?" This sentiment is widespread. Many employees believe the shift is a mistake driven by passing trends and that the company's core strength—its expertise in internal combustion engines—is being discarded. These deeply held beliefs are shaping employees' experiences and actions, leading to passive resistance and a lack of engagement in initial training programs.

Maria understands that to succeed, she must lead a profound culture transformation. The old culture, which values stability and mechanical prowess, must evolve into one that embraces innovation, agility, software development, and sustainability. She recognizes that just communicating this new vision is not enough; she must fundamentally change how her people think, feel, and act.

Required:

- a) Maria Vance is confronting a significant organizational challenge. Using the "21 Challenges of Leadership" model, identify the primary Key Challenge EcoDrive is facing. Explain how Maria, as a leader, must apply at least three Core Practices to navigate this situation. In your answer, connect these practices to the need to drive culture transformation by changing employee Beliefs as described in the BEAR pyramid model. **(10 Marks)**
- b) Analyze EcoDrive's environmental strategy transformation using a framework from the sources. Classify its past and necessary future strategy. Justify this strategic shift using the Triple Bottom Line (TBL) framework. Furthermore, explain how Maria could use a "Leader led Learning" approach to embed the new values of sustainability and innovation into the team culture. **(10 Marks)**
- c) Maria Vance recognizes that "Project Electra" is an adaptive challenge, not just a technical one. Explain this distinction in the context of the case. Based on this, design a "planned and disciplined implementation cascade" for the culture transformation,

outlining specific interventions at the organizational, team, and individual levels. **(10 Marks)**

QUESTION TWO

a) Describe the core tenets of Trait, Behavioral, and Situational theories of leadership. In your answer, explain the key shift in focus as leadership studies evolved from one theoretical approach to the next. **(6 Marks)**

b) A large, established company is facing a crisis due to rapid technological changes, making its traditional business model obsolete. Using the concepts of both Transformational Leadership and Adaptive Leadership, propose how a leader should mobilize people to tackle this "adaptive challenge." Your proposal should clearly distinguish between technical problems and adaptive challenges in this scenario. **(9 Marks)**

QUESTION THREE

a) Compare and contrast the key assumptions about managers in Agency Theory and Stewardship Theory. Evaluate how adopting each of these theories would influence the ideal composition and structure of a Board of Directors. **(8 Marks)**

b) Analyse the relationship between power and dependency using the General Dependency Postulate. With reference to the concepts of importance, scarcity, and non-substitutability. Explain how a low-ranking employee with specialized knowledge can gain significant power over a high-ranking manager. **(7 Marks)**

QUESTION FOUR

- a) You are tasked with setting up a leadership development program. Differentiate between Mentoring and Coaching and design a brief outline for a mentoring program, including the key roles a mentor would play to nurture a protégé's potential.

(8 Marks)

- b) Describe the e-Transformation Value Chain, explaining the value added at each of the four main phases.

(7 Marks)