

POLB 810 Innovation and Change

Total Marks: 20

Exam Duration: 3 Hours

Exam Structure:

Section A (10 Marks): Case Study Analysis (Compulsory Question)

Section B (10 Marks): Choose ONE question from the three provided.

SECTION A: COMPULSORY CASE STUDY (10 MARKS) - Strategic Innovation and Change Leadership

Case Study: Innovation Transformation at GlobalTech Ltd.

GlobalTech Ltd., a multinational corporation, has been struggling with stagnation in innovation due to rigid corporate structures, an aversion to risk, and employee resistance to change. The CEO introduces a strategic initiative to transform the company through **disruptive innovation**, **open collaboration models**, and **adaptive leadership**. However, senior executives accustomed to bureaucratic hierarchies resist this transformation, while employees are skeptical about abandoning traditional work models. Additionally, external stakeholders demand measurable results within a short timeframe.

Question:

Using **Kotter's Change Model** and or **Hamel's Radical Innovation Framework**, critically analyze:

- a) The **barriers to innovation** at GlobalTech Ltd. and how leadership can systematically address them. (5 Marks)
 - b) The **strategies for overcoming cultural resistance** to ensure successful adoption of disruptive innovation while maintaining operational stability. (5 Marks)
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SECTION B: CHOOSE ONE QUESTION (10 MARKS) - Critical Analysis of Innovation and Change

Q2: Theoretical Perspectives on Innovation Leadership (10 Marks)

- a) Explain the key differences between **Hamel's radical innovation approach** and **Davila, Epstein, and Shelton's structured innovation framework** in driving innovation. Which approach is more practical in a rapidly changing business environment? Support your answer with examples. (7 Marks)
 - b) How can leaders effectively balance **exploratory innovation** and **exploitative innovation** to maintain both **long-term growth and short-term performance**? Provide a real-world example. (3 Marks)
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Q3: Ethical Leadership and Change Management (10 Marks)

- a) Identify and analyze two **key ethical dilemmas** that leaders face when driving innovation and organizational change. (5 Marks)
 - b) Discuss how **servant leadership principles** can be applied to **balance ethical responsibilities with corporate objectives** in innovation-driven organizations. Provide relevant examples. (5 Marks)
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Q4: Managing Resistance to Change in Innovative Organizations (10 Marks)

- a) Using **Lewin's Change Model** or **Kotter's Eight-Step Change Process**, develop a **structured strategy** for overcoming organizational resistance to change. (5 Marks)
- b) Evaluate the role of **emotional intelligence** in change leadership and how it helps build employee resilience during transformations. (5 Marks)