

Name:

Enrolment No:

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

End Semester Examination, Dec 2019

**Course: Introduction to Leadership & Management**
**Semester: I**
**Program: BBA AM/DM/FAS**
**Time: 03 Hours**
**Course code: GMHR 1201**
**Max. Marks: 100**
**Instructions: Read the instructions carefully**
**SECTION A**

		Marks	CO
	<b>Multiple choice questions:</b> <b>(All questions are compulsory in this section. Each questions carries 2 marks)</b>	20	
1.	Which of the following is / are included as structure of human mind  a. Id  b. Ego  c. Super ego  d. All the above	2	1
2.	_____ theory believes that employees dislike work  a. X theory  b. Y theory  c. Z theory  d. None of these	2	1
3.	In _____ the needs are arranged in an order as per their importance (basic to complex)  a. Maslow need theory  b. Herzberg theory  c. Satisfaction theory	2	1

	d. Mayo theory		
4.	MBTI test the personalities in _____ categories a. 4 b. 5 c. 6 d. 7	<b>2</b>	<b>1</b>
5.	Which of the following is not a part of hygiene factor of two factor theory a. Company policy b. Administration c. Responsibilities d. Interpersonal relations	<b>2</b>	<b>1</b>
6.	Engaging in work behaviour and striving hard to perform well for the primary purpose of fulfilling one's own satisfaction, pride and happiness is called: a. Social Motivation b. Intrinsic Motivation c. Extrinsic Motivation d. Esteem Motivation	<b>2</b>	<b>1</b>
7.	The first stage of Lewin's three step of change model is a. Unfreezing b. Freezing c. Stabilizing d. Moving	<b>2</b>	<b>1</b>

8.	Engaging in work behaviour and striving hard to perform well for the primary purpose of fulfilling one's own satisfaction, pride and happiness is called:  a. Social Motivation  b. Intrinsic Motivation  c. Extrinsic Motivation  d. Esteem Motivation	2	1
9.	Which of the following is the characteristics of motivation  a. Is a complex process  b. Is both positive and negative  c. Is an internal feeling  d. All of the above	2	1
10.	Raju believes that men perform better in oral presentations than women. What shortcut has been used in this case?  a. The halo effect  b. The contrast effect  c. Projection  d. Stereotyping	2	1
<b>SECTION B</b>			
	<b>Short answers type questions</b> <b>All questions are compulsory in this section. Each questions carries 5 marks.</b>	<b>20</b>	<b>CO</b>
11.	Explain the conflict management techniques used in organization with examples.	<b>5</b>	<b>3</b>
12.	Explain the trait theory with reference to Mahatma Gandhi?	<b>5</b>	<b>3</b>
13.	Write short notes on the following:  a) Stages of group formation (5) b) Theory X and theory Y (5)	<b>10</b>	<b>3</b>

**SECTION-C**

	<b>Long answers type questions. (Each questions carries 10 marks. Attempt any three questions in this section)</b>	<b>30</b>	<b>CO</b>
14.	Discuss why managers should always try to use positive reinforcement instead of negative reinforcement.	<b>10</b>	<b>3</b>
15.	Distinguish between Maslow's need priority model and Herzberg's two factor theory of motivation. How Maslow's theory help managers in motivating the employees. Explain any three theories of leadership.	<b>10</b>	<b>4</b>
16.	All managers must have leadership qualities but not all leaders cannot have managerial qualities. Discuss.	<b>10</b>	<b>4</b>
17.	"You as a manager have to bring changes in the organization, explain with the help of Lewin's three step model for organization change.	<b>10</b>	<b>2</b>

**SECTION-D**

	<b>Case study (All questions are compulsory in this section. Each questions carries 15 marks)</b>	<b>30</b>	<b>CO</b>
	<p>Dr. Alok Banarjee is the Chief Executive of a medium sized pharmaceutical firm in Kolkata. He holds a Ph.D. in pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Dr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is a well-known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organisation began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Dr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans. One fine morning, Dr. Banarjee contacted the Personnel Manager and enquired: —What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really? The Personnel Manager gave the following reply: —I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the</p>		<b>4</b>

bandwagon of non-performers'. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organisation. Our promotions and benefits plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organisation, which in fact, according to the workers, should go only to those who work hard. Dr. Banarjee then wanted the personnel manager to look into the problem more closely and find out a solution to the problems of workers on hourly basis.

**Questions:**

18. Explain the motivational problem in this case. If you were the manager, how would you motivate the employees so that they work better?

19. What would be your response to Banarjee's statement (In the last para of the case), if you were the Personnel Manager in the company.