

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

Online End Semester Examination, January 2021

Course: Introduction to Management and Leadership

Semester: I

Programme: BBA (FB&E)

Time: 03 hrs.

Course Code: GMHR1201

Max. Marks: 100

Instructions: All questions are compulsory

SECTION A (30 Marks)

S. No.		Marks	CO
Q 1	The value, skills, and capabilities that have a tremendous impact on an organization's performance but does not show up on its balance sheet are known as: a. Intellectual capital. b. Human capital. c. Core competencies. d. Employee capital.	5	CO 1
Q 2	Which of the following is not one of the steps in the management of change? a. Planned change, especially strategic change, typically is initiated by top management. b. Planned change creates uncertainty and ambiguity in the organization. c. Efforts at organizational change involve management defining a new "reality" for the organization's members. d. Implement specific changes while at the same time encouraging a broader positive attitude toward change.	5	CO 1
Q 3	Which one is not the component of organizational culture a. Artifacts b. Values c. Assumptions d. None of these	5	CO 1
Q 4	In what manner is performance management typically similar around the world? a. Standardization of performance measurement b. Emphasis on behavior versus results of employee performance c. Interpersonal aspects d. None of the above	5	CO 1
Q 5	_____ has a high degree of interdependence geared towards the achievement of a goal or the completion of a task. a. A group b. A team c. An organization d. Interdependence	5	CO 1

Q 6	_____ defines conflict between two or more people who interact and have incompatible goals, styles, or values. a. Intrapersonal b. Interpersonal c. Intragroup d. Intergroup	5	CO 1
SECTION B (50 Marks)			
Q 1	What is the difference between an intrinsic and an extrinsic motive? Can both operate at the same time? If so, how?	10	CO2
Q 2	To be an effective leader, one should be able to manage oneself. Comment.	10	CO2
Q 3	How might understanding the steps in the communication process help managers and professionals do a better job?	10	CO2
Q 4	Describe an example of conflict you have witnessed as a team member, at work, for a class project, or a sports team. How might this conflict have been resolved?	10	CO3
Q5	Why should a manager who does not work in the human resources department be familiar with the various aspects of human resource management?	10	CO3
SECTION-C (20 marks)			
Q1.	<p style="text-align: center;">Heading Off a Permanent Misunderstanding</p> <p>Mindy Martin was no longer speaking to Al Sharp. She had been wary of him since her first day at Alton Products; he had always seemed distant and aloof. She thought at first that he resented her MBA degree, her fast rise in the company, or her sense of purpose and ambition. But she was determined to get along with everyone in the office, so she had taken him out to lunch, praised his work whenever she could, and even kept track of his son's Little League feats. But all that ended with the appointment of the new Midwest marketing director. Martin had had her sights on the job and thought her chances were good. She was competing with three other managers on her level. Sharp was not in the running because he did not have a graduate degree, but his voice was thought to carry a lot of weight with the top brass. Martin had less seniority than any of her competitors, but her division had become the leader in the company, and upper management had praised her lavishly. She believed that with a good recommendation from Sharp, she would get the job. But Walt Murdoch received the promotion and moved to Topeka. Martin was devastated. It was bad enough that she did not get the promotion, but she could not stand the fact that Murdoch had been chosen. She and Al Sharp had taken to calling Murdoch "Mr. Intolerable" because neither of them could stand his pompous arrogance. She felt that his being chosen was an insult to her; it made her rethink her entire career. When the grapevine confirmed her suspicion that Al Sharp had strongly influenced the decision, she determined to reduce her interaction with Sharp to a bare minimum. Relations in the office were very chilly for almost a month. Sharp soon gave up trying to get back in Martin's favor, and they began communicating only in short, unsigned memos. Finally, William Attridge, their immediate boss, could tolerate the hostility no longer and called the two in for a meeting. "We're going to sit here until you two become friends again," he said, "or at least until I find out what's bugging you." Martin resisted for a few minutes, denying that anything had changed in their relationship, but when she saw that Attridge was serious, she finally said, "Al seems more interested in dealing with Walter Murdoch." Sharp's jaw dropped; he sputtered but could not say anything. Attridge came to the</p>	20	CO 3

rescue. "Walter's been safely kicked upstairs, thanks in part to Al, and neither of you will have to deal with him in the future. But if you are upset about that promotion, you should know that Al had nothing but praise for you and kept pointing out how this division would suffer if we buried you in Topeka. With your bonuses, you are still making as much as Murdoch. If your work here continues to be outstanding, you'll be headed for a much better place than Topeka." Embarrassed, Martin looked at Sharp, who shrugged and said, "You want to go get some coffee?" Over coffee, Martin told Sharp what she had been thinking for the past month and apologized for treating him unfairly. Sharp explained that what she saw, as aloofness was actually respect and something akin to fear: He viewed her as brilliant and efficient. Consequently, he was very cautious, trying not to offend her. The next day, the office was almost back to normal. But a new ritual had been established: Martin and Sharp took a coffee break together every day at ten. Soon their teasing and friendly competition loosened up everyone they worked with.

- a. Write a brief synopsis of the case (5 marks)
- b. What might have happened had William Attridge not intervened? (5 marks)
- c. Are the sources of misunderstanding between Martin and Sharp common or unusual? (5 marks)
- d. Had you been in the situation of Martin, what would have been your reaction and how would you have resolved the issue? (5 marks)