


Name:	 UPES <small>UNIVERSITY OF TOMORROW</small>
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES	
Supplementary Examination, December 2023	
Course: Introduction to Leadership & Management	Semester: 1
Program: BBA (Core)	Time: 03 hrs
Course Code: GMHR1201	Max. Marks: 100

SECTION A			
10Qx2M=20Marks			
Note – Answer in TRUE/FALSE only (One word answer)			

S. No.		Marks	CO
1	Emotional Intelligence means ability to understand others’ emotions	[2]	CO1
2	Scientific Theory of management is criticized for treating workers like machines	[2]	CO1
3	Canteen of an organization is a potential venue to study diversity within an organization.	[2]	CO1
4	If an organization is compliant and pays all it’s taxes properly and judiciously, this is a way to fulfill corporate social responsibility.	[2]	CO1
5	Matrix organizational structure goes against the principle of unity of command	[2]	CO1
6	Motivation is one of the factors required for performance, but its not the only factor.	[2]	CO1
7	Competitive advantage means the aspects where an organization faces most fierce competition.	[2]	CO1
8	Leadership is a quality which an individual has by birth. Leadership can not be learned	[2]	CO1
9	Conflict is bad for the organization as it inhibits peak performance	[2]	CO1
10	Groupthink is a phenomena that inhibits rational decision making process	[2]	CO1

SECTION B			
4Qx5M= 20 Marks			

Q11	What is political behavior? Discuss whether politics is good or bad within organizations?	[5]	CO2
Q12	What is creativity? What are several policy initiatives an organization may take in order to foster the culture of innovation and creativity in an organization?	[5]	CO2
Q13	What is learning? What causes learning? What is the role of conditioning in learning?	[5]	CO2

Q14	Giving suitable examples differentiate between Attitude, Moods, and Emotions. How does emotion affect performance of an individual?	[5]	CO2
SECTION-C 3Qx10M=30 Marks			
Q15	Multinational Companies (MNCs) are large organizations having presence in several countries of the world. People across cultures, with diverse religious backgrounds, speaking different languages, having different ways of thinking collaborate and work together in MNCs. What are the typical management challenges MNCs face in managing such diverse workforce? Give example of suitable strategies which MNCs may apply to manage large and diverse Global organizations	[10]	CO3
Q16	“How to motivate employees has been the question asked by human resource professionals for a long time. While a lot of literature has been written on the topic, and a variety of theories have been given, none is able to identify human motivators in a crystal-clear way.” Discuss.	[10]	CO3
Q17	Ironically not many of the great leaders were formally educated / trained in leadership yet they were great leaders. It appears as if leaders are born with charismatic personalities. But several scholars in leadership have come up with a host of leadership development techniques and tools, which portray a visible enhancement in leadership skills of the takers. Compare learned leadership with in-born leadership	[10]	CO3
SECTION-D 2Qx15M= 30 Marks			
	<p>Julia, who is 26 years old, recently graduated from the University of Chicago with her master’s degree in social work. She is a confident young woman who is used to making quick decisions, and she greatly values her independence. She graduated at the top of her class and, throughout her course of study, was known by her peers and professors as a “go-to person” for resolving conflicts and finding strategic, innovative approaches to social work. She is highly motivated and passionate about social justice and social change issues, particularly those involving poverty and housing.</p> <p>She has high expectations in her career as a social worker and has found a job working with a local nonprofit organization that provides transitional housing to people who are homeless. Her boss, Joanne, holds her in high regard, but now, in her second month of the job, Julia is increasingly annoyed by her boss’s constant micromanagement and questioning of her decisions. “Come to me before you make a major decision. I don’t want you to move so fast on your own,” Joanne says.</p> <p>Julia asks, “Have I made any mistakes so far?” “No,” Joanne retorts, “but I feel that you need to check in with me before you move on with some projects. You’ve only been here for two months and there’s a lot of stuff you still need to learn.”</p> <p>“Well, tell me what they are. I’m eager to learn everything so I can do my job better,” Julia replies.</p>		

	<p>“I don’t think you’re ready yet. There’s a lot to learn about this job. Believe me, I was like you, too, when I was younger, but over the years I’ve learned that it takes time and patience to do this work. It’s fast paced and working in this field can be emotionally draining. We just can’t afford to make mistakes when we do this work.”</p> <p>Julia cannot believe what she is hearing. Here she is, eager and motivated to take on more work, and Joanne says that it is too overwhelming. She thinks, “<i>What kind of work environment is this that won’t let me use skills and knowledge?</i>”</p> <p>This week, Julia is furious. She worked on a presentation for a major donor and prepared a report about the progress of the organization’s clients, for which Joanne commended her. Nevertheless, she was told bluntly that she could not be a part of the donor meeting. “This is ridiculous,” Julia thinks. “I’m moving on. I’ll stay here until I get something better, but I sure am going to start looking around.”</p>		
Q-18	<p>Critically analyze Joanne’s style of leadership. Do you think Joanne is an effective leader? Give justifications to support your arguments. What could Joanne have done to handle Julia in a better way?</p>	[15]	CO4
Q-19	<p>How far Julia is responsible for an apparent tussle with Joanne? Do you think Julia has some issues regarding her attitude? Suggest if there is any change Julia needs in her overall behavior.</p>	[15]	CO4