

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**  
**End- Semester Examination – Jan, 2021**

**Program: B.Com (H) Ecom & BMI**  
**Subject/Course: Introduction to Management & Leadership**  
**Course Code: GMHR1201**

**Semester: I**  
**Max. Marks: 100**  
**Duration: 3 Hours**

**IMPORTANT INSTRUCTIONS**

Q.No		Marks	COs
	<b>Section-A</b> <b>Attempt all. Each question carries 2 marks</b>	Total 20	
1.	<b>Name any 5 selection tools used in Staffing:</b>  1. .... 2. .... 3. .... 4. .... 5. ....	2	CO2
2	Fill in with appropriate option:  Alan Keith stated that, "..... is ultimately about creating a way for people to contribute to making something extraordinary happen".  1. Leadership 2. Control 3. Staffing 4. Planning	2	CO1
3	<b>Pick 5 most appropriate options</b>  Management is the Process of Planning, Instigating, Co-ordinating, influencing, Controlling, Manipulating, Directing, Distributing, Organizing. 1.....	2	CO1

	2 ..... 3..... 4 ..... 5.....		
4	<b>Your relationship partner is under a lot of stress lately, and his/her outbursts of anger are beginning to trouble you greatly. Which of the following are ways to manage the anger of your partner?</b> 1. Validate your partner 2. Be asymmetrical 3. Probe 4. All of the above	2	CO1
.5	<b>Fill in the blank</b> Name the three Levels of Culture ..... ..... .....	2	CO2
6	Give the full form for “VPRACTIS”	2	CO2
7	<b>Negotiation implies that both parties accept that the agreement between them is:</b> 1. Necessary 2. Final and binding 3. Subject to further dispute 4. Conditional	2	CO1
8	<b>The concentration of decision-making authority is called</b> Centralization Decentralization Span of control None of these	2	CO1
9	<b>Regarding leadership, which statement is false?</b> 1. Leadership does not necessarily take place within a hierarchical structure of an organization 2. When people operate as leaders their role is always clearly established and defined 3. Not every leader is a manager 4. All of the above	2	CO1
10	<b>Reasons for the formation of groups include:</b> 1. The provision of guidelines on generally acceptable behaviour. 2. The performance of certain tasks which can be performed only through combined efforts of individuals working together. 3. The provision of protection for its membership. 4. All of the above	2	CO1

	<b>Section-B</b> <b>Attempt all questions. Each question carries 5 marks</b> <b>Instruction: Write short/brief notes</b>	Total 20	
11.	With the help of examples discuss how effective listening skills could improve the supplier's contribution to the negotiation	5	CO2
12.	Analyze how the flow of Communication can affect the functioning of an organization stating suitable example?	5	CO4
13.	Based on authority, discuss the different Leadership styles and also mention the most effective style with suitable examples? OR What makes a team function successfully, Elaborate using examples.	5	CO3
14.	With the help of example explain how building trust is important in negotiating agreements.	5	CO2
	<b>Section-C</b> <b>Attempt all three, each question carries 10 marks</b>		
15.	Elaborate and define the term Conflict and mention the sources of conflict, discuss effective ways to resolve conflict with examples? OR "Staffing is one of the key functions of Management", explain its relevance for the organizations, discuss the different staffing components used by organizations?	10	CO3
16.	You are appointed as the manager of a project given by your company to you and your team. Due to a misunderstanding of product design element there arose conflicts among team members. How did you relolve the conflict and what strategies you used to motivate the team.	10	CO4
17.	Working to achieve goals set for self, working to earn money, working to earn employer's praise. Giving reasons explain which among these three is the most important motivating factor.	10	CO3
	<b>Section-D-Attempt all Questions</b> <b>Case study carry 30 marks (each question carry 15 marks)</b> <b>Respond in detail to questions given below</b>	Total 30	CO4
18.	A vice president's position is about to open up at Ramsey Electronics, maker of components for audio and visual equipment and computers. Whoever fills the position will be one of the four most powerful people in the company and may one day become its CEO. So the whole company has been watching the political skirmishes among the		

three leading candidates: Arnie Sander, Laura Prove, and Billy Evans.

**Arnie Sander**, currently head of the research and development division, worked his way up through the engineering ranks. Of the three candidates, he alone has a Ph.D. (in electrical engineering from MIT), and he is the acknowledged genius behind the company's most innovative products. One of the current vice presidents—Harley Learner, himself an engineer—

has been pushing hard for Sander's case.

**Laura Prove** spent five years on the road, earning a reputation as an outstanding salesperson of Ramsey products before coming to company headquarters and working her way up through the sales division. She knows only enough about what she calls the "guts" of Ramsey's electronic parts to get by, but she is very good at selling them and at

motivating the people who work for her. Frank Barnwood, another current vice president, has been filling the Chief's ear with praise for Prove.

Of the three candidates, **Billy Evans** is the youngest and has the least experience at Ramsey. Like the Chief, he has an M.B.A. from Harvard Business School and a very sharp mind for finances. The Chief has credited him with turning the company's financial situation around, although others in the company believe Sander's products or Prove's selling ability really deserves the credit. Evans has no particular champion among Ramsey's top executives, but he is the only other handball player the Chief has located in the company, and the two play every Tuesday and Thursday after work. Learner and Barnwood have noticed that the company's financial decisions often get made during the cooling-off period following a handball game.

In the month preceding the Chief's decision, the two vice presidents have been busy. Learner, head of a national engineering association, worked to have Sander win an achievement award from the association, and two weeks before the naming of the new vice president, he threw the most lavish banquet in the company's history to announce the award. When introducing Sander, Learner made a long, impassioned speech detailing Sander's accomplishments and heralding him as "the future of Ramsey Electronics."

Frank Barnwood has moved more slowly and subtly. The Chief had asked Barnwood years before to keep him updated on "all these gripes by women and minorities and such," and Barnwood did so by giving the Chief articles of particular interest. Recently he gave the Chief one from a psychology magazine about the cloning effect—the tendency of powerful executives to choose successors who are most like themselves. He also passed on to the Chief a Fortune article arguing that many American corporations are floundering because they are being run by financial people rather than by people who really know the company's business. He also flooded bulletin boards and the Chief's desk with news clippings about the value of having women and minorities at the top levels of a company.

Billy Evans has seemed indifferent to the promotion. He spends his days on the phone and in front of the computer screen, reporting to the Chief every other week on the company's latest financial successes—and never missing a handball game.

#### **Case Questions-**

**Q1. Whom do you think the Chief will pick as the new vice president & Why? Suggest some effective strategies each candidate should imbibe to be a Vice-president?**

	Q2. What role might impression management play in the decision making and why?		
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**ANSWERS**