

Name:
Enrolment No:



UNIVERSITY OF PETROLEUM & ENERGY STUDIES
End Semester Examination – Dec- 2021

Program: BBA FT & OGM
Subject: Introduction to Management & Leadership
Course Code: GMHR1201

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

SECTION- A

Each Question will carry 2 Marks

S.No.	Question	
Q 1	It is a relative permanent change in behavior or mental state based on experience called a. development b. learning c. education d. training	CO1
Q 2	Classical condition theory of learning is given by a. Peter Ducker b. Ivan Pavlov c. Henry Fayol d. Edwin B. Flippo	CO1
Q 3	An individual's motivation is dependent on: a. Whether path-goal relationships are clarified b. Expectations that increased effort to achieve an improved level of performance will be successful c. Their effective performance d. The necessary direction, guidance, training and support is provided	CO1
Q 4	Leadership is best defined as _____. a. The ability to merely project one's abilities in the lack of actual accomplishments b. The ability to influence a group toward the achievement of a vision or set of goals	CO1

	<ul style="list-style-type: none"> c. The ability to reduce the dependence of team members on each other d. The ability to induce the team members to focus on individual goals rather than collective goals 	
Q 5	<p>Stan is trying to implement a new organizational structure at his company. A group of key employees is resisting the change. In an attempt to "buy off" the leaders, Stan is giving them a key role in the change decision. He doesn't really value their opinion, but wants their endorsement. Stan is using the change strategy of _____.</p> <ul style="list-style-type: none"> a. Cooptation b. Negotiation c. Coercion d. Education 	CO1
Q 6	<p>_____ are responsible for initiating and managing change within an organization.</p> <ul style="list-style-type: none"> a. Change agents b. Innovators c. Team leaders d. Consultants 	CO1
Q 7	<p>Political and legal forces are the example of!</p> <ul style="list-style-type: none"> a. Internal forces b. external forces c. Restraining forces d. Driving forces 	
Q 8	<p>Feature(s) of Maslow's need hierarchy theory is (are):</p> <ul style="list-style-type: none"> a. Theory of human motives b. Classifies basic human needs in a hierarchy c. Theory of human motivation d. All of the above 	CO1
Q 9	<p>A study of the culture and practices in different societies is called</p> <ul style="list-style-type: none"> a. Anthropology b. Perception c. Personality d. Attitude 	CO1
Q 10	<p>_____ is widely used for human relations and leadership training</p> <ul style="list-style-type: none"> a. Business games 	CO1

	b. Role play c. Simulation d. Case study method	
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SECTION- B

Each Question will carry 5 Marks

Q.1	Differentiate between Type A and Type B personalities.	CO2
Q.2	Distinguish between 'Dispute' and 'Strikes.'	CO2
Q.3	What are the characteristics of a charismatic leader?	CO2
Q.4	Define Perception. Draw the perception process.	CO2

SECTION- C

Each Question will carry 10 Marks

Attempt any 3 out of 4

Q.1	Organizations that fail to change are sure to fall'. Comment.	CO3
Q.2	Explain the change process model giving by Kurt Levin.	CO3
Q.3	"Planning is the essence of management, it is a management function". Elucidate.	CO3
Q.4	"Learning leads to change in human behaviour." Discuss with the help of suitable examples.	CO3

SECTION- D

Each Question will carry 15 Marks

	<p>Frank Lorenzo had a dream from the very childhood to own an airline. He grew up in New York city in the shadow of LaGuardia Airport, became fascinated with the airline industry and vowed one day to be an owner of a major airline.</p> <p>He and a friend invested \$ 25 each in 1969 to start an airline consulting firm called Jet Capital. In 1971, they took control of a small regional airline known as Texas International. He was successful in running this airline and was able to take over a major carrier, Continental Airlines, in 1981.</p> <p>Being an aggressive and determined decision maker, Lorenzo decided to streamline the operations of Continental Airlines. He authorized a detailed and analytical study of its cost structure and concluded that the</p>	CO3
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overhead costs were too high, especially the labour costs. His study indicated that the labour for U.S Airlines was about 2 percent higher than the comparable labour costs of international carriers. He decided to take steps to lower the labour costs.

Lorenzo asked the labour unions to negotiate the lower wage rates in order to make Continental Airlines more competitive. The unions refused. Lorenzo was adamant and struck to his position that labour costs had to be reduced and he refused to consider other options. In a bold move in 1983, Lorenzo declared bankruptcy for Continental Airlines to break the existing labour contracts and employ non-union workers at a much lower cost.

Even though the labour union became his enemy, he was able to hire new employees at lower cost. Continental was able to reduce fares and increase its market share rapidly.

In 1986, Lorenzo made a series of bold moves and acquired People's Express Airline, Frontier Airlines And Eastern Airlines, which was one of the largest airlines in America. Eastern Airlines, at this time was having its own trouble with its labour unions and these unions were very strong and enjoyed tremendous power in negotiating settlements with the management. Lorenzo's acquisition of Eastern Airlines made the unions even more determined to get what they wanted.

During negotiations, virtually every concession he requested from labour was denied. The union went on strike in 1989. Lorenzo, once again took Eastern into bankruptcy, hoping to repeat the success of the Continental experience. It did not work. The unions were too strong. Eventually, his control of Eastern was taken away from him by the courts. In 1990, he also relinquished Texas Air and in January 1991, Eastern Airlines was shut down once and for all.

In a bold attempt to come back up into the airline industry, Frank Lorenzo applied to start another airline named ATX to serve east coast points from the Washington area. His bid has been opposed by the unions who consider him as a destroyer of airlines. His bid may or may not be approved but he has become the most controversial and perhaps most disliked person in the airline industry because of his tactics in managing an airline.

- a) How did the attitudes both Lorenzo and the unions affect the operations of Eastern Airlines?
- b) If you were hired as a consultant and as an arbitrator to handle the dispute at Eastern Airlines, what recommendations would you provide to solve the problem amicably?

