

**Student Group:  $36 < \text{Earned Credit Hours} \leq 72$**

**Subject: GELM-275, Leadership and Management**

**: 2.00 hours (Online Examination for Section-A + Section-B)**

**Full Marks : 120**

**A : 1.00 hour (Online Examination)**

**Section A : 60**

**INSTRUCTIONS - ONLINE EXAMINATION (IF PHYSICAL EXAMINATION IS NOT HELD)**

- a. **Question - 1 and Question - 4 (Viva Voce) in Section A are compulsory.**
- b. **Answer any OTHER ONE question from Q-2 & Q-3 of Section-A.**
- c. **Figures in the margin indicate full marks.**
- d. **Assume reasonable data if necessary.**
- e. **Symbols and abbreviations used have their usual meanings.**

**SECTION-A**

**Question - 1 (Compulsory)**

- a. Differentiate between management and leadership with examples? Explain traditional and modern concept of management? **04**
- b. "All managers are not the same, of course nor is the work they perform. Among other things, we can classify managers according to their level in the organization and the area in which they work," explain with examples. **06**
- c. Basic managerial activities include, planning, organizing, leading and controlling. Managers engage in these activities to combine human, financial, physical and information resources efficiently and effectively to work towards achieving the goals of the organization. Explain how managers use these management functions for achieving the organizational goal considering any organization? **10**

**Question - 2**

- a. What do you understand by organizational Innovation and Resistance to change? **04**
- b. Define the nature of the organizational environment. Describe the components of the internal environment and discuss their impact on organization. **10**
- c. Organizational change is a complex phenomenon. A manager can not simply wave a wand and implement a plan change like magic. Instead, any change must be systematic and logical to have a realistic opportunity to succeed. Describe steps in the change process of management through the Lewin Model. **06**

**Question - 3**

- a. Write short notes on the following: **06**
  - i) Psychological contact
  - ii) Person - job fit
  - iii) Selective perception
- b. Discuss individual attitudes in organizations and how they affect the behavior. Explain how to overcome cognitive dissonance. **06**
- c. Besides the Big Five and Myers Briggs frame work, there are several other personality traits that influence behavior in organization. Among the most important are, Locus control, self-efficacy, Authoritarianism, Self-esteem and Risk propensity: explain. **08**

**BANGLADESH UNIVERSITY OF PROFESSIONALS**

**Military Institute of Science and Technology**

**in Environmental, Water Resources and Coastal Engineering, Term Final (Spring) Examination**  
**2021: July-Aug 2021**

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**Full Marks : 120**

**on B : 1.00 hour (Online Examination)**

**Section B : 60**

**INSTRUCTIONS - ONLINE EXAMINATION (IF PHYSICAL EXAMINATION IS NOT HELD)**

- Question - 5 and Question - 8 (Viva Voce) in Section A are compulsory.**
- Answer any OTHER ONE question from Q-6 & Q-7 of Section-B.**
- Figures in the margin indicate full marks.**
- Assume reasonable data if necessary.**
- Symbols and abbreviations used have their usual meanings.**

**SECTION-B**

**Question - 5 (Compulsory)**

- Achieving Superior performance relative to rivals is the ultimate challenge: Explain. **04**
- "One important way in which managers can make better use of their knowledge and information is to understand how common cognitive biases can result in good managers making bad decision.": Explain. How to overcome Cognitive Biases using Devil's Advocacy and Dialectic Inquiry? **08**
- Describe how to use SWOT (Strength, Weakness, Opportunities and Threat) analysis in formulating strategy? **08**

**Question - 6**

- Differentiate between Blue Ocean and Red Ocean strategy? **04**
- Just as there are different kinds of decision, there are also different conditions in which decision must be made. Managers sometimes have an almost perfect understanding of conditions surrounding a decision, but other times they have few clues about those conditions, explain. **06**
- Although the presumption of classical decision model rarely exist, managers can still approach decision making with rationality. Explain the steps in rational decision making process with appropriate examples? **10**

**Question - 7**

- Jio Telecom, India, used both conventional and unconventional marketing strategies to increase their market share. Basing on its product and marketing strategy on various factors such as pricing, marketing and technology, Jio was able to find its market fit and penetrate the market on a large scale. In view of foregoing, discuss the Growth Hacking and Lost Leading Strategies those were adopted by Jio in order to gain the quick market share. **10**
- Once the boundaries of an industry have been identified the task facing managers are to analyze competitive forces in the industry environment to identify opportunities and threats. Micheal E. Porter's well known framework, known as the Five Forces Model, helps managers with this analysis. Outline the Porter's Five Forces Model with appropriate examples. **10**

**Question - 8**

**VIVA VOCE (Compulsory in case of Online Examination) **20****