

Student Group: 36 < Earned Credit Hours ≤ 72

Subject: GELM 275, Leadership and Management

Time: 3.00 hours

Full Marks: 120

INSTRUCTIONS:

- a. Use **SEPARATE** answer scripts for each section.
- b. Question-1 in Section-A and Question-5 in Section-B are compulsory
- c. Answer any other **TWO** questions out of **THREE** from each section.
- d. Figures in the margin indicate full marks
- e. Assume reasonable data if necessary.
- f. Symbols and abbreviations used have their usual meanings.

SECTION-A

Question 1 (Compulsory)

- a. As a potential leader or manager, how do you visualize the importance of the Attribution Theory? Also explain 'Three Factors' that affect the formation of attributions' with examples. 10
- b. Explain 'Escalation of Commitment' as an error in Decision-making. 5
- c. What do you understand by Creativity in Decision-making? How can you enhance creativity in your Decision-making? 5

Question 2

- a. What leadership challenges do you expect in the 21st century organizations? How can you respond to those leadership challenges? 10
- b. Explain Authentic leadership. Briefly describe its significance in contemporary organization. 5
- c. Justify applicability of the 'Balanced Scorecard' in the context of Strategic Management of MIST. 5

Question 3

- a. Despite limitations, Fredrick Herzberg's Two-Factor theory is broadly acceptable. Explain Herzberg's dual structures of motivation and show, how it differs from Maslow's Hierarchy of needs. 10
- b. "The higher the individual perception of fairness, the greater the motivation level" – explain the statement in the light of Equity Theory by J. Stacy Adams. 5
- c. What are the basic management functions? Relate the significance of those functions (relative time spent) at various levels of management. 5

Question 4

- a. What does Authority imply in management? Explain various types of Authority with the help of a simple organizational chart. 10
- b. Highlight the significance of Unity of Direction in organizational management. How does it differ with Unity of Command? 5
- c. Briefly describe Matrix Design in organization with the help of a diagram. 5

SECTION-B

Question 5 (Compulsory)

- a. Human Resource Management (HRM) is perhaps one of the most significant functions, carried out in any organization. Explain the four ways HRM creates distinctive competence in organizations.
- b. What do you understand by operational HR? Briefly explain any five operational HR functions.
- c. What is strategic HR? Narrate any four strategic HR roles.

Question 6

- a. Organizations undergo many changes. Define organization change with an example. Explain the forces behind organizing changes. Differentiate between planned and reactive changes.
- b. Managing organization change is difficult, unless methodical approaches are adopted. Briefly explain the two models of change. (Lewin and Comprehensive models).
- c. Why do people resist changes? How can we overcome the resistance to changes?

Question 7

- a. Attitudes impact job satisfaction. Explain attitude with its three components. Briefly describe the Theory of Cognitive Dissonance.
- b. Job satisfaction is an important organizational metric. What causes job satisfaction? What are the outcomes of job satisfaction?
- c. Job attitudes can take different forms. Although different types of attitudes are quite related, those are distinguishable. Explain any four job attitudes with examples.

Question 8

- a. Certain personality types are particularly suited to certain types of jobs. Do you agree? How do you define personality? What are its determinants? Explain personality traits.
- b. Personality frameworks help us describe one's personality. There are two dominant personality frameworks: (MBTI and Big Five Model). Explain the one you think is more reliable. Why do you think it is better than the other one in predicting behavior?
- c. Project Management is one of the major disciplines under operations management. What is a project? What are the Triple Constraints of a project? Explain the 7-s of project management.