BANGLADESH UNIVERSITY OF PROFESSIONALS
Military Institute of Science and Technology
B.Sc. in Environmental, Water Resources, and Coastal Engineering, Term Final (Spring) Examination 2024: October - November2024

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** out of the remaining **THREE** questions 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. Scottish historian Thomas Carlyle suggests, "Great Leaders are born not made" with that context explain the Great Man theory of leadership and discuss how the theory differs with the 'Trait Theory' of Leadership. **10**

b. Warren Bennis said, "Leadership is the capacity to translate vision into reality." Analyze this statement in the light of Transformational Leadership. **05**

c. Explain 'Extinction or Negative Punishment' as a measure to correct bad behavior, as suggested in the Reinforcement Theory of Motivation. **05**

Question 2

a. According to Abraham Maslow, motivation is the result of a person's attempt at fulfilling basic needs. Though both Maslow and Herzberg theorized significance of 'Need' in motivation but their theories differ considerably. Discuss both the theories and highlight specific differences between the two. **10**

b. Differentiate between 'Strategy' and 'Tactics' in organizational planning. **05**

c. Setting goals means that a person has committed thought, emotion and behavior towards attaining goal – Explain the ways of having a well written goal. **05**

Question 3

a. Define Authority in management. Also explain various types of Authority with the help of diagram/graphics as necessary. **10**

b. There are more than one line of reporting managers in a matrix design of organizational structures. How? **05**

c. Describe the implications of 'Chain of Command' and 'Unity of Command' in Organizational Design. **05**

Question 4

a. Briefly discuss Fritz Heider's"Attribution Theory" and explain the "Three Factors" that affect the Formation of Attribution (Internal/External) with examples. **10**

b. What do you understand by 'Escalation of Commitment' as a common error in making decisions? **05**

c. Explain 'Bounded Rationality' in Decision Making. **05**

SECTION-B

Question 5 (Compulsory)

a. You are an effective member of a project management team. Your manager briefed you about the details of the project including the distinct phases. Explain the phases of a project including some of the processes. **10**

b. You are given the staffing responsibilities of the process. Explain the flow chart of staffing process. **05**

c. "The ones who are crazy enough to think that they can change the world, are the ones who do"- said Steve Jobs. Explain the importance of adapting to change with example. **05**

Question 6

a. Change is inevitable. As a leader you have to lead from the front to implement change. What guidelines you will follow to implement the change. **10**

b. "Avoid punishing/humiliating failures" is one of the means of promoting innovation and creativity. Explain the message of this method. **05**

c. You have been taught about the various modern methods of performance appraisal. You are in a dilemma to choose between 360° and 720° method. Describe the differences and mention which method you will follow and why. **05**

Question 7

a. 'Stress' is an inseparable ingredient of human behavior. Explain five sources of stress and five management techniques of stress. **10**

b. Explain the advantages of MIS and disadvantages of ERP. **05**

c. How can we develop positive attitude amongst employees? **05**

Question 8

a. Study of personality in an organization is important. There are many methods of studying personality. Explain five dimensions of Big Five Personality Model. **10**

b. What is Narcissism? How can we identify a Narcissistic Personality? **05**

c. As per MBTI model there are 16 types of personality. Identify your type of personality and explain the type. **05**