

**July 2013**

Bachelor of Business Administration (BBA) Examination

**VI Semester**

**Leadership Skills and Change Management**

Time 3 Hours]

[Max. Marks 80

**Note : Attempt any four questions from Section A. Each question of Section A carries 15 marks. Section B is compulsory and carries 20 marks. Draw appropriate models, where applicable. Write in a legible hand, it shall be appreciated.**

**Section A**

1. Is leader born or made? Justify your views with contemporary examples.
2. You have been asked to select a change agent (CA), how would you like to go about it? Consider the following points :
  - (a) Interpersonal Competencies of a CA.
  - (b) Selection Process.
  - (c) Introduction of Change.
3. Change is must but people resist changing. What are the causes of resistance? How change can be implemented?
4. What are the styles of leadership? Which style you prefer to apply? Explain any two. Don't explain Situational leadership and Managerial grid.
5. Define Team. How teams in an informal group are formed and why they adjourn?
6. Write down any two short notes :
  - (a) Hersey and Blanchard's Situational Leadership Theory.
  - (b) Differentiate between a Group and the Team.
  - (c) Managerial Grid Model of Leadership.
  - (d) K. Lewin's Three-Step Model,

**Section B**

7. Analyze the case :

**THE R. M. S. TITANIC**

1. On April 10th the white star liner TITANIC started from Southampton on her maiden trip across the Atlantic. She was the largest vessel afloat, over 1/6th of a mile in length and was heralded as an unsinkable ship. She had, in addition to a double bottom, 15 watertight compartments, which could be closed automatically. The builders boasted that even with 4 of the 15 compartments flooded, the Titanic would still float.

She carried 2340 people. 5 days later she was at the bottom of the ocean. Only 750 survived.

2. The pride of the white star line, the Royal Mail Ship (R. M. S.) Titanic set new statement for the size and opulence at sea. Build by Harland and Wolff of Belfast, the ship measured nearly 883 feet long; rouse 175 feet from the keel to funnel top and displaced 66,000 tons, the largest moving object then built. Titanic also had state-of-art safety features like automatic doors that closed of each watertight compartment below decks. In command was Capt. E. J. Smith, on his last voyage. He stood proudly at the helm, as he told his number one to take the lady out to sea. 18 knots was the order, the last 4 boilers had not yet been lit.
3. The Titanic was admittedly big and safe, yet its size and safety were surpassed by its luxuries. She boosted a salt-water pool, Turkish bath, well-equipped Gym and a Persian cafe. Lush carpets and carved woodwork graced parlors and staterooms down in Georgian, Louis, Quinze and Queen Anne styles. Dinners could sip champagne from crystal and feast on oysters and roast squab. It was luxury epitomized. A one-way first class ticket : inflation adjusted mere US \$ 80,000.
4. The voyage, up to the time of the disaster, had been a perfect one. The weather was fine and sea calm At all times one might walk the decks with the same security as if walking down a market street, so little motion was there on the vessel. It was hard to realize when dining in the spacious dining saloon, that one was not in a large and sumptuous hotel.
5. The Sunday evening, of the night of disaster was a clear cold night. The great vessel was plowing ahead at a speed of approximately 21 knots an hour. There had been reports of a difference of opinion between the Captain and an on-board representative from the White Line. The size was not enough. The White Line wanted to emphasize on the speed. Arrival in New York the night before its scheduled time would guarantee headlines in morning papers. Would Capt. Smith be obliged and order the last 4 boilers to be lit ?
6. The chill in the air had increased rapidly after sundown until it had reached 31 degrees,. The temperature of the water had been taken every 2 hours throughout the day and evening. The ship's officers had been warned by wireless of their proximity to icebergs and orders had been given to be on the lookout in the "Crow's Nest" for icebergs, small and big. According to the evidence given at the Congressional Investigation, Chief Officer Burdock relieved Second Officer Lightoller on the bridge at 10 o'clock. The 2 men discussed the icebergs, which the ship was known to approaching and concluded that they would probably encounter them within about an hour.
7. At about 11:40 PM, the lookout in the "Crow's Nest" rang a signal to the bridge, "Large Iceberg, right ahead". An order was given to the man

on the wheel to throw the vessel to the port. A simultaneous order was given to the Chief -Engineer to cut the speed, who, in turn, instructed his bason to stop the engines. This was done swiftly and the engines reversed, but an instant later the ship had been struck beneath the water line by the iceberg. Five compartments on the starboard side were ripped apart, the iceberg cutting easily through the metal like a can opener. Nevertheless, all the watertight compartments were closed within 30 seconds.

8. The vessel now had come to a standstill. Passengers were ordered to put on life preservers and all women and children to fill all the boats, but seemed to have difficulty in finding those who were willing to enter. The Captain was personally supervising the operations and drawing large crowds. The first boat was launched with about 26 persons in it, although it had a capacity of 50. Many expressed their determination to take their chances with the steamer rather than embark in the lifeboats.
9. This unusual circumstance may be accounted for by the fact that officers had insisted that under the worst conditions possible, the 'Titanic' could not sink in less that 8-10 hours, and that a number of steamer had been communicated with by wireless and would be there to offer relief within an hour or two.
10. Even when the last lifeboat had been launched, 4 collapsible boats were left. It was then that the steerage passengers, who had earlier not been allowed, to come, up, swarmed upon the boat deck. With the gradual submersion of the vessel not imminent, panic grew. In an attempt to control the crowd the first mate was compelled to use his gun (permissible under Maritime law). Nevertheless in this mellow, only one collapsible boat could be successfully launched. The rest where damaged. The titanic sank at 2:20 AM, after staying afloat for over 2 and half hours.
11. 705 people were taken aboard the "Carpathia". The rest perished in the icy waters. Inquiries held later on in the US and Britain revealed that had the liner Californian, which was less than 20 miles away, came to the aid of stricken vessel, possibly no lives would have been lost. Only if the radio operator had been on duty and the Titanic's distress signals, received!

### Questions :

1. Why did so many passengers perish with the Titanic ? Prioritize your reasons.
2. What step would you have taken as a Captain of the Titanic to prevent this tragedy ?
3. What are some of the lessons that an organization can draw from the Titanic example ?

