



MUEO

MOI UNIVERSITY

**OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC AFFAIRS,
RESEARCH & EXTENSION**

UNIVERSITY EXAMINATIONS

2015/2016 ACADEMIC YEAR

FIRST YEAR END OF SEMESTER EXAMINATION

**FOR THE DEGREE OF BACHELOR OF
BUSINESS MANAGEMENT**

EXAM CODE: BBM 483

COURSE TITLE: CREW RESOURCE MANAGEMENT

DATE: 14TH APRIL, 2016 TIME: 2.00PM– 5.00PM

INSTRUCTIONS TO THE CANDIDATES

PLEASE TURN OVER

SECTION A

1. Read the case below and answer the questions that follow

JAL Accident

On 12 August 1985, Japan Air Lines (JAL) 8747 flight 123 took off from Tokyo Airport on a domestic service to Osaka. 10 minutes later a loud bang was heard within the aircraft and there was a sudden loss of pressure. The flight crew immediately squawked 7700 feet and requested permission to return to their point of departure. The aircraft then strayed from its assigned heading and began oscillating in both longitudinal and lateral planes. It continued to oscillate for the remaining time airborne.

The half a dozen inspections that had been performed on the aircraft were deemed inadequate by the investigative commission, as they failed to highlight the fault. Maintenance work was not completed as planned. The aircraft had suffered an explosive decompression but the pilots did not initiate an emergency descent but continued to fly above 20,000 feet for nearly 20 minutes. They also failed to use their oxygen masks, which could have led to the onset of hypoxia and subsequent deterioration of judgment. Final investigation report attributed the incident to human error.

- a) Explain why Human error may have been cited as the major contributor to the occurrence of entire incident described in the case study above. (10 marks)
- b) Outline five ways in which these errors could have been minimized. (10 marks)
- c) Identify specific components of the SHELL Model evident in the case study. (5 marks)

Section B (Answer any three questions from this section). All questions carry equal marks

2. a) Effective crew coordination is an important component in Crew Resource Management (CRM). Explain five elements of crew coordination. (10 marks)
- b) Highlight five reasons why it is important for Leaders to embrace transformational leadership style in managing crew in modern organizations. (5 marks)
3. a) Passive behavior among crew members towards their leader may adversely affect operations and should be discouraged as soon as it is detected. Outline seven actions that are a sign of passive behaviour among crew members that need to be discouraged. (7 marks)
- b) Explain four key principles of ethical leadership. (8 marks)
4. a) In Human Factors, defects are classified according to their degree of severity. Explain this classification. (10 marks)
- b) Identify any five key areas that should be included in aviation CRM training. (5 marks)
5. a) Fatigue in aviation is recognized as a serious safety concern and poses a threat to the principles of CRM. Outline seven symptoms of Pilot fatigue that one should be aware of. (7marks).
- b) Explain the importance of effective communication in Crew Resource Management. (8marks).
6. a) The Skills Approach Theory of Leadership focuses on the leader's skills and abilities. Explain the Leader's skills and abilities under focus. (10 marks)
- b) Outline five ways in which too much stress affects the performance of individuals. (5 marks)