



MOI UNIVERSITY

OFFICE OF THE CHIEF ACADEMIC OFFICER

UNIVERSITY EXAMINATIONS 2013/2014 ACADEMIC YEAR

FORTH YEAR END OF SEMESTER II EXAMINATIONS

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

EXAM CODE:- BBM 483

COURSE TITLE:- CREW RESOURCE MANAGEMENT

DATE:- 2ND JULY, 2013

TIME:- 9.00A.M. - 12.00 NOON.

INSTRUCTION TO CANDIDATES

➤ **SEE INSIDE.**

THIS PAPER CONSISTS OF (2) PRINTED PAGES

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INSTRUCTIONS

Answer question one and any other three questions

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

HUMAN ERROR

Errors such as those which have been induced by poorly designed equipment or procedures may result from a person reacting in a perfectly natural and normal manner to the situation presented to him/her. Reacting in the way s/he has been created to react. Such errors are likely to be repeated and are largely predictable. Sometimes interpersonal relations between team members may influence performance in whatever direction.

But the consequences of error in today's technological society are greater than ever before. Take for the example the case of Tenerife double Boeing 747 disaster of 1997 which cost 583 lives and about \$150 million or the Chernobyl nuclear disaster in the Soviet Union in 1986 where full cost in human life and human suffering may not be known for many decades. Nearer home, the case of the Sinai fire in Nairobi and its effects is still fresh in our minds. For some people, human error may be just an excuse for incompetence; support for impunity and a combination of other forces but for others, to error is human. However, in some operations, the price of error can be extremely catastrophic and beyond measure. Take for instance the doctor who caused the death of his patient by administering the wrong medication or the patient who died in a prominent hospital because of the negligence of the duty officers to check on the status of oxygen administered. The effects of human error may even be more catastrophic in aviation where no life or property may be salvaged in the event of an air crash resulting from incorrect action. Human factors such as an error in judgment have been attributed to most of the aviation accidents and incidents experienced in the road, air or in any other area of operation.

- a) With examples from the case, demonstrate how human factors may contribute to catastrophic errors. (10 marks)
 - b) Drawing your evidence from the case study, classify the type of errors committed in the case. (10marks)
 - c) Outline factors that may have affected decision making process in the incidents appearing in the case study. (5 marks)
- 2 a) Explain ways of managing angry conflict among the team members. (8 marks)
- b) To combat some of the human factors related problems identified in the cockpit, management skills must be strengthened and reinforced to reduce or eliminate seemingly needless aviation accidents. Elucidate on the management skills that are required. (7marks)
2. Briefly explain the following:
- a) Causes of employee fatigue – (5 marks)
 - b) Common reasons why CRM fails (5 marks)
 - c) Principles of ethical Leadership (5marks)
3. a) Explain barriers that may block effective communication among crew members. (10 marks)
- a) Highlight key strategies of managing workload in order to minimize crew stress.(5 marks)
- 4 a) “Effective leaders recognize different behavioral styles and balance concern for people with concern for performance.” Describe how effective leadership can be exercised. (8 marks)
- b) Highlight any seven causes of loss of situational awareness in a crew member. (7 marks)
5. a) Explain factors that may undermine accountability in a formal organization. (8marks)

b) Assertiveness in communicating critical decisions is a positive attribute that must be manifested by the leader and the crew. Elucidate on the key attributes of assertive behaviour. (7 marks)

6. a) Employee stress is common in many organizations. State the main causes of employee stress. (7marks)

b) Being wise to have taken the course on crew resource management your trainer always advices that you should be aware that there are symptoms of fatigue that may affect you, but also should watch for them in other crew members. What are these symptoms of fatigue? (8 marks)