



Private &

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **BBM3305 LEADING IN A GLOBAL ENVIRONMENT**
Semester & Year : **January- April 2017**
Lecturer/Examiner : **Dr. Lai Ving Kam, Associate Professor-Logistics & Supply Chain Management**
Duration : **3 Hours**

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (25 marks) : Complete ALL 25 multiple choice questions. Answers are to be shaded in Multiple Choice Answer Sheet provided.
PART B (75 marks) : Answer only FIVE (5) essay questions out of 9 questions given. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions.

WARNING: The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

Total Number of pages = 9 (Including the cover page)

PART A: Multiple Choice Questions (25 Marks)

INSTRUCTION(S) : Questions 1 to 25 are multiple choice questions. Answer ALL questions on the answer sheet provided.

MCQ Questions are excluded

END OF PART A

PART B : ESSAY QUESTIONS (75 MARKS)

INSTRUCTION(S) : Answer only five (5) essay questions out of total 10 questions given. Answers are to be written in the Answer Booklet provided.

Part B (75 Marks)

Question 1

In current rapid changing business environment, leaders often convey that they are operating in a bewildering and shifting environment in which little is certain, the tempo is quicker, and the dynamics are more multifaceted. Can you point out at least FOUR (4) appropriate leadership traits in such a volatile, globalized, and hyper connected business environment and justify your answers.

(15 Marks)

Question 2

In contrast with leadership trait theory, behavioural theory attempts to describe leadership in terms of what leaders do. Leadership according to this approach is the result of effective role behaviour or leadership style. Describe at least FOUR (4) appropriate leadership styles in unpredictable globalized business environment and justify your answers?

(15 Marks)

Question 3

When managers and leaders communicate with employees, they need to provide strategic clarity that's consistent with organization's capabilities and an understanding of where it can add the most value. Describe at least FOUR (4) practices in creating the strategic clarity to lead the organization:

(15 Marks)

Question 4

How Charismatic Leaders Influence Followers? Describe at least FIVE (5) key skills or characteristics of charismatic leader. Justify your selections.

(15 Marks)

Question 5

Compare and appraise at least FOUR (4) differences between Transformational and Transactional leadership.

(15 Marks)

Question 6

A good leader takes people where they want to go. A great leader takes people where they do not necessarily want to go, but ought to be. Illustrate FOUR (4) main theories of leadership.

(15 Marks)

Question 7

Leading is the management process that integrates everything else a manager does. However, some types of managerial actions cause workplace conflict. Describe at least FOUR (4) key Managerial Actions / Structures to minimize conflicts.

(15 Marks)

Question 8

Change process is multi-dimensional and has become constant in existing business environment.

- a. Identify and illustrate FOUR (4) common obstacles to change (8 Marks)
- b. Describe FOUR (4) roles of Leadership in Change Management Process in a multicultural context. (7 Marks)

Total (15 Marks)

Question 9

Diversity management places a much heavier emphasis on recognizing and appreciating differences among people at work. Companies can gain a competitive edge by effectively manage diversity. Assess and indicate FOUR (4) challenges a company is likely to encounter with a diverse workforce in relation to leadership perspective?

(15 Marks)

END OF EXAM PAPER