

BERJAYA BUSINESS SCHOOL**FINAL EXAMINATION**

Student ID (in Figures)

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Student ID (in Words)

Course Code & Name : **BBM3305 LEADING IN A GLOBAL ENVIRONMENT**
Trimester & Year : **January- April 2018**
Lecturer/Examiner : **Dr. Lai Ving Kam, Associate Professor**
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, with the exception of multiple choice questions, where 2B pencils are to be used..

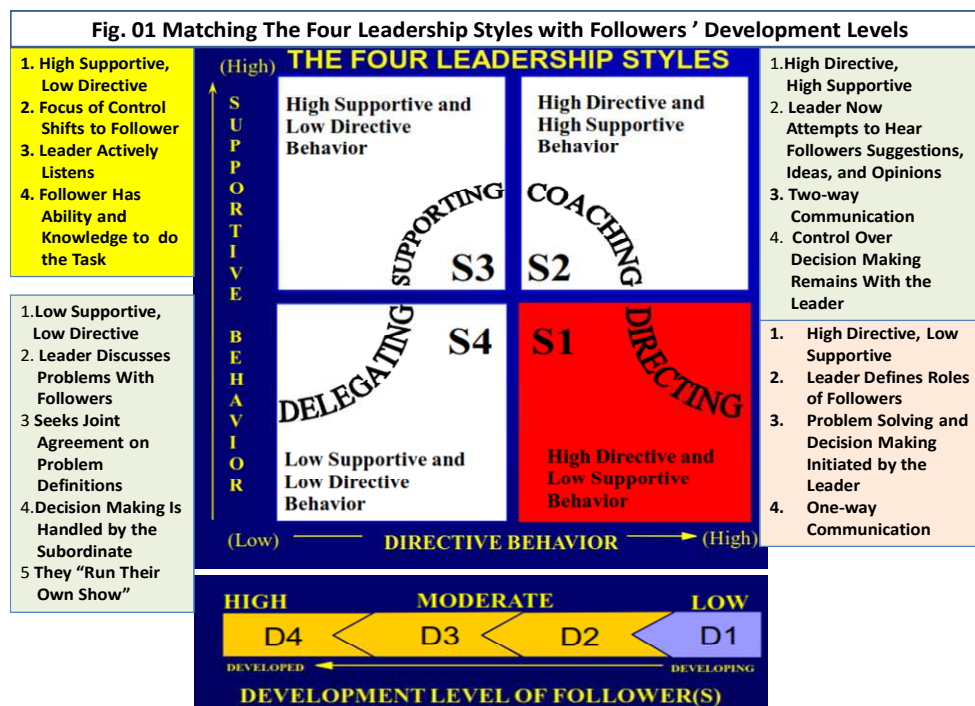
WARNING: The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students'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

Total Number of pages = 10 (Including the cover page)

PART B**: ESSAY QUESTIONS (75 MARKS)****INSTRUCTION(S)****: Answer only five (5) essay questions out of total NINE (9) questions given.
Answers are to be written in the Answer Booklet provided.****Question 1**

Contemporary leaders tell us they are operating in a perplexing new environment in which uncertain is a constant, the rhythm is more rapid, and the dynamics are more intricate. Choose and illustrate the most appropriate leadership style or styles in such a volatile, globalized, and hyperconnected business environment and why?

(15 Marks)

Question 2

Leadership styles tended to vary considerably. A Situational Leadership Model is helpful to managers in diagnosing the demands of their situation. Using figure 01 as a guide, devise the best development level(s) matching the leadership styles in a volatile business environment with justification.

(15 Marks)

Question 3

Power and influence both are referred to naturally possessed traits that follow as a consequence of leadership authority. The difference lies in how these two approaches to leadership encourage a team to complete their work.

- a. Influence is the process of affecting others' attitudes and behaviour in order to achieve an objective. Identify and justify FIVE (5) Influencing tactics with illustration.
- b. Summarize all the leadership power by describing at least FIVE (5) reasons why does having power matters?

(6 Marks)

(9 Marks)

(Total 15 Marks)

Question 4

In a diverse organization, in communication with employees, company needs to provide strategic clarity that's consistent with organization's capabilities and an understanding of where it can add the most value. Categorize at least FOUR (4) actions that global leaders should adapt to create the strategic clarity to lead the organization.

(15 Marks)

Question 5

Good communication is both a function and a proof of good governance.

- a. Describe FIVE (5) purpose of feedback .
- b. Identify Five (5) ways to have effective feedback

(5 Marks)

(10 Marks)

(Total 15 Marks)

Question 6

As depicted in Leader-Member Exchange (LMX) Theory, leader select certain followers to be "in" (favorites) group based on competence and/or compatibility and similarity to leader. "Exchanges" with these "in" followers will be higher quality than with those who are "out" group. Result: "In" subordinates will have higher "*performance ratings*", less turnover, and greater job satisfaction.

- a. Identify and describe at least SIX (6) characteristics each of "In" group and "Out" groups.

(10 Marks)

- b. Identify and illustrate SIX (6) traits of effective followers based leader-followers mutual influencing relationship,

(5 Marks)

(Total 15 Marks)

Question 7

A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.

- a. Identify SIX (6) situations in using team

(8 Marks)

- b. Identify FIVE (5) Pros and Cons of team

(7 Marks)

(Total 15 Marks)

Question 8

Key to charismatic leadership is the interaction between leader and group members (followers).

- a. Identify the SIX (6) Effects of Charisma from the followers accorded to the leader

(8 Marks)

- b. Identify SIX (6) Characteristics of charismatic leaders

(7 Marks)

(Total 15 Marks)

Question 9

Trait theories of leadership sought personality, social, physical or intellectual traits that differentiate leaders from non Leaders. For leadership to occur, traits and skills must be transformed into behaviour.

- a. Assemble SIX (6) Core Traits of Leadership

(8 Marks)

- b. Describe SIX (6) dark-side of personality traits

(7 Marks)

(Total Marks 15 Marks)

End of Examination Paper