



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 :

September – December 2017

Lecturer/Examiner :

Dr. Lai Ving Kam

Duration :

3 Hours

INSTRUCTIONS TO CANDIDATES

- 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.
- Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
- 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.
- 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 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 = 10 (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.

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

Question 1

a). Given the current rapid changing global market compares and contrasts at least **SIX (6)** roles of manager and leader in Hospitality sector.

(8 marks)

b). List and describe all **SEVEN (7)** leadership styles. Select one to further illustrate in greater detail on how it applies in a volatile business environment. Justify your answers.

(7 Marks)

(Total 15 Marks)

Question 2

a). Leadership ethics have differing effects depending on the situation whereas moral manifests a person's high principles for proper conduct. Analyze and discuss at least **SIX (6)** differences between ethics and moral in a worsening business environment.

(10 Marks)

b). You will notice that not many literatures actually tell you how to lead in a practical manner. Identify **FIVE (5)** leadership traits of rapidly changing O2O (Online Offline Omni-channel) business owner. Justify your answers.

5 Marks)

(Total 15 Marks)

Question 3

Theories propose that specific behaviours differentiate leaders from non- leaders. While trait theory seeks to explain leadership on the basis of what leaders are, in contrast behavioural theory attempts to describe leadership in terms of what leaders do.

Table 1 Level 5 Leadership

Level 1: Highly Capable Individual

At this level, you make high quality contributions with your work. You possess useful levels of knowledge; and you have the talent and skills needed to do a good job.

Level 2: Contributing Team Member

At Level 2, you use your knowledge and skills to help your team succeed. You work effectively, productively and successfully with other people in your group.

Level 3: Competent Manager

Here, you're able to organize a group effectively to achieve specific goals and objectives.

Level 4: Effective Leader

Level 4 is the category that most top leaders fall into. Here, you're able to galvanize a department or organization to meet performance objectives and achieve a vision.

Level 5: Great Leader

- a). With reference to table 1, describe **FOUR (4)** main behaviors of Level 5 Leaders. (8 Marks)
- b). Identify **SIX (6)** leadership behaviours that drive employee commitment. (7 Marks)
- (Total 15 Marks)

Question 4

Success depends upon a number of variables, including the leadership style, qualities of the followers, and aspects of the situation.

a). In current volatile Smart Phone industry, point out at least **SIX (6)** ways how you can practice ethical leadership?

(8 Marks)

b). Situational Leadership needs to practice ethical leadership. Illustrate what is ethical leadership and list **FOUR (4)** ways how you will practice?

(7 Marks)

(Total 15 Marks)

Question 5

Chief Executive Officer has ultimate management responsibility for an organization.

a). Where do the powers of CEO come from? Identify **FIVE (5)** sources of power. Justify your answers.

(7 Marks)

b). Identify at least **SIX (6)** points why POWER matters?

(8 Marks)

(Total 15 Marks)

Question 6

In communication, effective feedback always focuses on a specific behaviour or actions, not on a person or their intentions.

a. Frequently, specific feedback is raised to enhance the level of performance. Identifies and illustrates the importance application and functions of performance-based feedback.

(10 Marks)

b. "Criticism may not be agreeable, but it is necessary. Compare and contrast **FIVE (5)** points between constructive and disruptive criticism.

(5 Marks)

(Total 15 Marks)

Question 7

a). Teams can be more effective than individual when working on complex projects. Identify **THREE (3)** types of teams.

(5 Marks)

b) Identify **SIX (6)** critical factors that make an effective team.

(10 Marks)
(Total 15 Marks)

Question 8

Charismatic leadership theories focus on how leaders are seen through the eyes of their followers whereas the transformational leader helps bring about major and positive changes.

a. Identify and illustrate at least **FIVE (5)** characteristics of Charismatic Leaders.

(7 Marks)

b. Identify and illustrate at least **FIVE (5)** characteristics of transformational leader.

(8 Marks)
Total 15 Marks)

Question 9

Illustrate **FOUR (4)** challenges a company is likely to encounter with a diverse workforce in relation to leadership perspective. Justify your answers

(15 Marks)