

Business Leadership I

PAC UNIVERSITY

BCM203/BUS2133: BUSINESS LEADERSHIP I ONLINE EXAMS

DATE:

TIME:

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

QUESTION 1 COMPULSORY (10 MARKS)

(a) Read the case study below and answer the questions (i) and (ii) that follow.

The situational leader

Bryony Miller owns a small chain of four car dealerships in Wellington, New Zealand. Part of the business is selling cars, both new and secondhand. The other half provides servicing and repairs for customers. When she first started the business ten years ago, she had two employees doing repair work from a run-down garage in the very industrial city of Lower Hutt. Today, she has over 100 employees spread across four premium sites. Each site has a manager, with a head of sales and a head of servicing and repairs underneath them. Mrs. Miller, sees herself as a leader but relies heavily on the four experienced site managers. They have day-to-day operational control of the business. She monitors their work and keeps a careful check on the performance of each site. Performance is checked against previous periods and site to site. Mrs. Miller is capable of making hard decisions. For example, two years ago she sacked one site manager who had been in the post for just 18 months when his site consistently underperformed compared with the other sites in the group. This was a difficult decision, though, for Mrs. Miller. She sees herself as a 'people person', and believes strongly in team working. Employees are encouraged to develop their own capabilities with a heavy emphasis on staff training and empowerment. Workers are encouraged to make decisions for themselves. Occasionally mistakes are made mainly because of a lack of guidance, but Mrs. Miller believes firmly that this is an inevitable part of taking responsibility. A staff survey last year showed that over 90 per cent of staff felt 'motivated' at work.

Each week, she has a meeting with the four site managers, her 'board of directors' as she likes to call them. Everything to do with the running of the business is discussed at these meetings. Mrs. Miller expects her site managers to be frank and there can be major differences of opinion about how to develop the business. Ultimately, she has to make the key decisions but she always consults with others to hear what they have to say.

- (i) Analyse the arguments for and against Mrs. Miller adopting a situational leadership style. **(4 Marks)**
- (ii) Using an appropriate management theory, examine the problems this business may have if the managers were not effective in carrying out the key functions of management. **(3 Marks)**

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(b) James has been cited as a bad business leader having run down three institutions that he was in charge of. Explain **THREE** traits that he possesses. **(3 Marks)**

QUESTION 2 (10 MARKS)

(a) John C. Maxwell (2019) defines leadership as influence, nothing more, nothing less. Discuss this statement. **(4 Marks)**

(b) Explain **THREE** roles of a leader in a learning organization. **(6 Marks)**

QUESTION 3 (10 MARKS)

(a) Explain, citing a relevant example for each, **TWO** types of leadership diversity. **(4 marks)**

(b) Discuss the **TWO** styles of strategic leadership. **(6 Marks)**

QUESTION 4 (10 MARKS)

(a) Differentiate between Charismatic and Transformational Leadership. **(4 Marks)**

(b) Explain the **TWO** types of change that may be experienced within an organization. **(6 Marks)**

QUESTION 5 (10 MARKS)

(a) You attended a seminar on leadership where the speaker took the participants through the objectives of strategic leadership. Outline to your team any **FOUR** of these objectives. **(4 Marks)**

(b) Ethics is a vital ingredient of leadership. Based on this statement, discuss **THREE** elements that define ethics in leadership. **(6 Marks)**

QUESTION 6 (10 MARKS)

(a) Martin Luther King Junior has been cited as one of the greatest charismatic leaders of his time. Explain **TWO** components that make up such kind of a leader. **(4 Marks)**

(b) Macrae took over the leadership of DFG Limited during a crisis period. Advise him on **THREE** attributes of an effective leader during a crisis. **(6 Marks)**

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End of Exam