



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF BUSINESS LEADERSHIP
BACHELOR OF COMMERCE
MAY-AUGUST 2019

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: BCM203 | BUS2133

COURSE TITLE: BUSINESS LEADERSHIP I

EXAM DATE: WEDNESDAY 7th AUGUST 2019

DURATION: 2 HOURS

TIME: 2:00PM-4:00PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- *Write clearly and legibly.*
- This exam script consists of **Six (6)** questions.
- Answer question **ONE** and ANY other **three** Questions.
- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE: (COMPULSORY)

Read the case below and answer the questions that follow

Starbucks

Starbucks is recognized for treating its employees, also known as partners, well. The coffee giant offers insurance benefits, stock options and retirement plans. But back in 1997, Starbucks faced a crisis when tragedy struck and three employees were killed during a robbery in Washington, D.C. The outstanding leadership of CEO Howard Schultz was demonstrated when he flew straight to D.C. and spent a week with the co-workers and families of the three employees.

While some leaders might have stayed as far away as possible from this tragic situation, Schultz's natural leadership traits prevailed. With compassion, approachability and a dedication to meeting his partners' needs, he did what was right. As a result, the public viewed him and Starbucks more favorably.

- a) Explain with relevant examples from the case any four leadership attributes exhibited by Starbucks CEO (8 marks)
- b) Discuss two leadership theories that best describes Howard Schultz leadership style (6 marks)
- c) Define emotional intelligence and cite examples from the case where Starbucks CEO applied it when the company faced a crisis. (7 marks)
- d) Identify and explain any three leadership challenges that a business leader like Howard Schultz is likely to face in the current business environment (9 marks)

QUESTION TWO

- a) Define the concept of leadership development (2marks)
- b) Discuss any four practices of leadership development (8 marks)

QUESTION THREE

- a) Describe the following types of leaders
 - i. Charismatic leader (2marks)
 - ii. Transformational leader (2marks)
- b) Explain the following leadership styles
 - i. Coercive leadership (2marks)
 - ii. Authoritative Leadership (2marks)
 - iii. Affiliative Leadership (2marks)

QUESTION FOUR

- a) Define organizational culture (1mark)
- b) Explain the following culture dimensions
 - i. Uncertain avoidance (1marks)
 - ii. Institutional collectivism (2 marks)
- c) Describe any three ways by which employees learn their organizational culture (6 marks)

QUESTION FIVE

- a) Define organizational change (1mark)
- b) Define the concept of change management (1marks)
- c) Discuss the following change management models
 - i. The comprehensive change model (4marks)
 - ii. Kurt Lewin's three step model (4 marks)

QUESTION SIX

Identify and explain five strategies a leader can apply to deal with resistance to change within an organization (10 marks)