

PAC UNIVERSITY

BUS2343: BUSINESS LEADERSHIP III ONLINE EXAM

DATE:

TIME:

QUESTION 1 **COMPULSORY** **(10 MARKS)**

Read the case study below and use it to answer questions (a) (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.

- (a) (i) Analyse the arguments for and against Mrs. Miller adopting a situational leadership style. **(2 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. **(2 Marks)**
- (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)**

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(c) In the recent past, a number of public leaders in Kenya have been charged because of abuse of power. Discuss **THREE** effects of abuse of power in an organization. **(3 Marks)**

QUESTION 2

(10 MARKS)

(a) In an organization, a leader can use different types of influence to motivate the behaviors and actions needed to accomplish tasks and achieve goals. Explain any **TWO** of these types of influence. **(4 Marks)**

(b) Technology is very critical in the management of day to day affairs of an organization and a leader should champion this course. With regard to this statement, discuss **THREE** benefits of technology based business leadership. **(6 Marks)**

QUESTION 3

(10 MARKS)

(a) Explain **TWO** ways as to how Christians can reclaim the marketplace as a place of God's presence. **(4 Marks)**

(b) Mark recently attended a leadership seminar where the focus was on '*Guiding principles for transformational change*'. Discuss any **THREE** of these principles he might have taken home from the seminar. **(6 Marks)**

QUESTION 4

(10 MARKS)

(a) Explain **FOUR** principles of ethical leadership. **(4 Marks)**

(b) Trust is an integral element in an organization. As a leader, explain **THREE** areas that you should focus on when evaluating trust in your organization. **(6 Marks)**

QUESTION 5

(10 MARKS)

(a) Research has shown that many Christians shy away when it comes to political discourse. Discuss **FOUR** reasons why Christians should be involved in politics. **(4 Marks)**

(b) Discuss, with relevant examples, the following types of public leadership:

(i) Political Leadership; **(2 Marks)**

(ii) Administrative Leadership; **(2 Marks)**

(iii) Civic Leadership. **(2 Marks)**

QUESTION 6

(10 MARKS)

(a) You recently attended a lecture on leadership where the speaker took the participants through the approaches to Public Leadership. Explain any **TWO** of these approaches. **(4 Marks)**

(b) Leadership calls for the holder of a public office to be transparent and accountable. In the light of this statement, discuss **THREE** benefits of Transparency and Accountability. **(6 Marks)**

End of Exam