



UNIVERSITI KUALA LUMPUR BUSINESS SCHOOL

FINAL EXAM

JANUARY SEMESTER 2016

SUBJECT CODE : ECB30203
SUBJECT TITLE : LEADERSHIP
LEVEL : BACHELOR
TIME / DURATION : 3.00 PM - 6.00 PM / 3 HOURS
DATE : 27th MAY 2016

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consists of Three (4) sections; Section A, Section B, Section C and D
4. Answer ALL questions in Section A, Section B, Section C and D.
5. Please write your answers on the answer booklet provided.
6. All questions must be answered in English (any other language is not allowed).
7. This question paper must not be removed from the examination hall.

THERE ARE NINE (9) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total 20 Marks)

True / False Questions

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

1. The Great Man Theories are the emerging new era of leadership theories
TRUE / FALSE
2. Empowerment emphasizes collaboration over competition and conflict.
TRUE / FALSE
3. The new paradigm of leadership acknowledges that a set of shared mindset is characterized by uncertainty and changing over time
TRUE / FALSE
4. The Great Man approach sought to identify the traits leaders possessed that distinguished them from people who were not leaders.
TRUE / FALSE
5. The trait approach says that anyone with the appropriate behavior can be a good leader.
TRUE / FALSE
6. A democratic leader is one who tries to centralize authority and derive power from position.
TRUE / FALSE
7. There is not one best way of leadership. Contingency means "it depends."
TRUE / FALSE
8. To use Fiedler's contingency theory, a leader should know if he has a relationship- or task-oriented style.
TRUE / FALSE
9. According to the Hersey and Blanchard model, subordinates vary in readiness level
TRUE / FALSE
10. Path clarification means that the leader works with subordinates to identify the behaviors needed to accomplish tasks
TRUE / FALSE

11. The Vroom-Jago Contingency Model has five levels of subordinate participation in decision making, ranging from highly autocratic to highly democratic.

TRUE / FALSE

12. Instrumental values are beliefs about the types of behavior appropriate for reaching goals.

TRUE / FALSE

13. The collection of attitudes a leader has about himself is called self-esteem

TRUE / FALSE

14. Anger and enjoyment are components of emotional intelligence.

TRUE / FALSE

15. Moral leadership is about distinguishing right from wrong and doing right, seeking the just, the honest, and the good.

TRUE / FALSE

16. Covey's work shows a maturity continuum that leads from independence to dependence.

TRUE / FALSE

17. Critics of carrot-and-stick methods argue that carrot-and-stick approaches destroy people's motivation to work as a group.

TRUE / FALSE

18. Nonverbal communication may be defined as a message transmitted through action and behavior.

TRUE / FALSE

19. A team is the same as a group.

TRUE / FALSE

20. Reward power is the authority granted from a formal position in the organization

TRUE / FALSE

SECTION B (Total: 20 Marks)

Multiple Choice Questions

INSTRUCTION: Answer ALL questions

Please use the answer booklet provided.

1. Dependent, uncritical thinkers:
 - a. are aware of the significance of their actions.
 - b. are aware of the actions of others.
 - c. accept the leader's ideas without thinking.
 - d. weigh the impact of decisions on the company vision.

2. Leadership coaching is a method of:
 - a. directing a follower with the aim of improving specific skills.
 - b. facilitating a follower with the aim of improving specific skills.
 - c. enhancing personal productivity.
 - d. all of the choices

3. Synergy is the combined action that occurs when people:
 - a. renew the physical, mental, spiritual, and social aspects of their lives.
 - b. work together to create new alternatives and solutions.
 - c. blame others.
 - d. focus on preserving and enhancing relationships.

4. Intrinsic rewards:
 - a. are the internal satisfaction a person receives by performing a particular action.
 - b. are given by another person, typically a supervisor.
 - c. include pay raises and promotions.
 - d. are given to all people within an organization or a specific department.

5. According to the acquired needs theory, a need for power indicates:
 - a. the desire to accomplish something difficult, attain a high standard for success.
 - b. the desire to form close personal relationships and avoid conflict.
 - c. the desire to influence or control others and have authority over others.
 - d. the desire to master complex tasks.

6. Being a good listener expands a leader's role in the eyes of others because of all EXCEPT:
 - a. active listening is an ongoing part of a leader's communication.
 - b. total attention is focused on the message.
 - c. a leader concentrates on what to say next rather than on what is being said.
 - d. a good listener finds areas of interest, affirms others, and builds trust.

7. In the Johari Window, the "open" quadrant:
 - a. represents information that is known to the individual.
 - b. represents information that is known to the group.
 - c. represents information that is unknown to the individual.
 - d. both represents information that is known to the individual *and* represents information that is known to the group.

8. The "storming" stage of team development is characterized by:
 - a. conflict and disagreement.
 - b. orientation.
 - c. establishment of order and cohesion.
 - d. cooperation and problem solving.

9. Conflict is not caused by:
 - a. teams competing for scarce resources, information, or supplies.
 - b. mutually accepted goals.
 - c. unclear responsibilities.
 - d. a personality clash.

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10. The specific changes a leader can make to develop effective team leadership include all EXCEPT:
- a. recognize the importance of shared purpose and values.
 - b. admit your mistakes.
 - c. mediation.
 - d. provide support and coaching to team members.
11. The degree to which a person has a broad range of interests and is imaginative, creative, and willing to consider new ideas is called:
- a. emotional stability.
 - b. extroversion.
 - c. agreeableness.
 - d. openness to experience.
12. Diversity helps organizations:
- a. build better relationships with diverse customers.
 - b. add value.
 - c. have a greater competitive advantage.
 - d. all of these choices
13. Ethnocentrism is the belief that:
- a. one's culture and subculture are inherently superior to other cultures.
 - b. all cultures have value.
 - c. everyone in the organization has the same values, beliefs, and motivations.
 - d. everyone in the organization has the same attitudes about work and life.
14. Diversity refers to differences among people in terms of EXCEPT:
- a. age.
 - b. technological skills.
 - c. ethnicity.
 - d. physical ability.

15. The responses to the use of power include all EXCEPT:
- a. compliance.
 - b. resistance.
 - c. structuralism.
 - d. commitment.
16. Sexual harassment includes:
- a. access to resources and jobs in exchange for sexual favors.
 - b. access to information in exchange for tolerating sexually intimidating comments.
 - c. both access to resources and jobs in exchange for sexual favors *and* access to information in exchange for tolerating sexually intimidating comments.
 - d. access to expert and legitimate power.
17. If Paul, a salesman, does not perform as well as expected, his supervisor can put a negative letter in his file. This is an example of:
- a. referent power.
 - b. expert power.
 - c. coercive power.
 - d. legitimate power.
18. _____ means the ability to anticipate and envision the future and maintain flexibility.
- a. Mission
 - b. Transactional leadership
 - c. Strategic leadership
 - d. Vision
19. Cooperation, consideration, fairness are values associated with the:
- a. adaptability culture.
 - b. achievement culture.
 - c. clan culture.
 - d. bureaucratic culture.

20. In the _____ stage of appreciative inquiry, people identify "the best of what exists"—the organization's key strengths and best practices.
- a. dream
 - b. discovery
 - c. destiny
 - d. design

SECTION C (Total: 40 Marks)

Short Essay questions

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

Question 1

Leaders who recognize perceptual distortions can adjust their perceptions to match objective reality. Explain.

[Total: 5 Mark]

Question 2

Describe vision and mission. How does vision energize people and create commitment?

[Total: 5 Mark]

Question 3

Boboboi Manufacturing Company is struggling to improve its productivity and profits. In order to improve the operations, the company introducing new machines and training employees. Teams were also restructured and teamwork was initiated. However, the collaboration in a team fails because employees were not satisfied with the pay system. Workers are paid based on the output of the whole team, and equal to everyone in a team. This was not well received by top performers.

- a) What are some of the reasons teamwork was a failure?

[Total: 5 Mark]

- b) Describe the leadership styles for handling conflict in team.

[Total: 10 Mark]

Question 4

UNIMY is looking for an individual to take the leadership position of a top loan officer. There are three candidates that the board are considering. In their assessment of the three candidates, the board appraised their **personalities**. AA has been found to have a poor self-concept and exhibits a fear of the unknown. She is an introvert and is uncomfortable using power openly and conspicuously. BB is an extravert with a strong drive for achievement and power. He likes new experiences and tends to be impulsive and adventurous. CC is an extravert but does not have a strong desire for dominance. She is conscientious and goal oriented.

- a) You as a board member of UNIMY Company, who is the most likely to be chosen? Why?

[Total: 5 Mark]

- b) Describe the Big Five personality dimension

[Total: 10 Mark]

SECTION D (Total: 20 marks)

Long Case Study Questions

INSTRUCTION: Answer the Case Study below

Please use the answer booklet provided.

CASE STUDY

The Unhealthy Hospital

When Bruce Reid was hired as Blake Memorial Hospital's new CEO, the mandate had been clear: Improve the quality of care, and set the Financial house in order. As Reid struggled to finalize his budget for approval at next week's board meeting, his attention kept returning to one issue—the future of six off-site clinics. The clinics had been set up six years earlier to provide primary health care to the community's poorer neighborhoods. Although they provided a valuable service, they also diverted funds away from Blake's in-

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house services, many of which were underfunded. Cutting hospital personnel and freezing salaries could affect Blake's quality of care, which was already slipping. Eliminating the clinics, on the other hand, would save \$256,000 without compromising Blake's internal operations. However, there would be political consequences. Clara Bryant, the recently appointed commissioner of health services, repeatedly insisted that the clinics were an essential service for the poor. Closing the clinics could also jeopardize Blake's access to city funds. Dr. Winston Lee, chief of surgery, argued forcefully for closing the off-site clinics and having shuttle buses bring patients to the hospital weekly. Dr. Susan Russell, the hospital's director of clinics, was equally vocal about Blake's responsibility to the community, and suggested an entirely new way of delivering health care: "A hospital is not a building," she said, "it's a service. And wherever the service is needed, that is where the hospital should be." In Blake's case, that meant funding *more* clinics. Russell wanted to create a network of neighbourhood-based centres for all the surrounding neighborhoods, poor and middle income. Besides improving health care, the network would act as an inpatient referral system for hospital services. Reid considered the proposal: If a clinic network could tap the paying public and generate more inpatient business, it might be worth looking into. Blake's rival hospital, located on the affluent side of town, certainly wasn't doing anything that creative. Reid was concerned, however, that whichever way he decided, he was going to make enemies.

1. What sources of power does Reid have in this situation?

[Total: 5 Mark]

2. Do you believe using legitimate power to implement a decision would have a positive effect at Blake Memorial? Discuss.

[Total: 5 Mark]

3. What influence tactics might you use if you were in Reid's position?

[Total: 5 Mark]

4. Do you see ways in which Reid might use the ideas of coalitional leadership to help resolve this dilemma?

[Total: 5 Mark]

END OF QUESTION PAPER