

**FINAL EXAMINATION**

~~BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)~~
~~BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)~~
HUMAN RESOURCE MANAGEMENT
~~BACHELOR OF CORPORATE ADMINISTRATIONS (HONOURS)~~
~~BACHELOR IN BUSINESS ADMINISTRATION DIGITAL~~
MARKETING (HONOURS)

COURSE	:	LEADERSHIP IN ORGANIZATIONS
COURSE CODE	:	MGT3333
DURATION	:	3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **TWO (2)** parts : PART A (1 question)
: PART B (3 questions)
2. Answer ALL questions from PART A and PART B in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
4. Do not bring any material into the examination hall.
5. Please write your answer using permanent ink.

MYKAD/PASSPORT NO. : _____
ID. NO. : _____
LECTURER : _____
SECTION : _____

DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

This question paper consists of 4 printed pages including the front page

PART A: LONG STRUCTURED

Instruction: Answer ALL questions.

1. a. Explain **TWO (2)** key roles of leaders and **TWO (2)** key roles of managers. (10 marks)
- b. Briefly explain **THREE (3)** leadership approaches and describe the main focus of each approach. (15 marks)

(TOTAL: 25 MARKS)

PART B: LONG ESSAY

Instruction: Answer ALL questions.

1. Assess **TWO (2)** elements of spiritual leadership and how they enhance employees intrinsic motivation and organizational commitment.

(25 marks)

2. A crisis has occurred in an organization when a major client threatens to terminate a contract due to repeated service delays. The management gives the department 48 hours to resolve the issue.

Mr. Erfino, the Head of Department, urgently meets with his team.

Dialogue

Mr. Erfino (Boss):

"This is a critical situation. We may lose a key client. My first thought is to immediately enforce overtime for everyone until the backlog is cleared."

Nasrul (Staff):

"Sir, overtime might help in the short term, but staff are already tired. Mistakes could increase."

Mr. Erfino:

"I hear you. Still, time is limited. Let me hear other ideas before I decide."

Zaidi (Staff):

"Maybe we can temporarily reassign staff from other units to support urgent tasks."

Sarah Atiqah (Staff):

"We could also prioritize the most critical client tasks and delay non-essential work."

Wan Sue (Staff):

"What if we combine both approaches - staff reassignment and limited overtime only for critical tasks?"

Mr. Erfino:

"That makes sense. Let's proceed with this combined approach. I'll inform top management of our decision."

Based on the above dialogue, apply **THREE (3)** varieties of participative leadership demonstrated by Mr. Erfino, and discuss **TWO (2)** benefits of using this leadership style in handling this crisis.

(25 marks)

3. Nisrin is the owner of a hijab business that has been operating successfully for several years. Recently, she noticed a decline in sales and increasing pressure from competitors. To ensure the survival and growth of her business, she introduced several new initiatives that affected the way work is done, how decisions are made, and how employees carry out their roles.

Based on Nisrin's situation, assess **Four (4)** types of organizational change in terms of their impact on employees and business operations.

(25 marks)

(TOTAL: 75 MARKS)

END OF QUESTIONS PAPER