

**FINAL EXAMINATION**

**BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
BACHELOR OF CORPORATE ADMINISTRATION (HONOURS)
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS) HUMAN
RESOURCE MANAGEMENT**

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 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 THIS 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. Discuss **TWO (2)** differences between traits approach and behavioral approach of leadership. (10 marks)

- b. Describe **FIVE (5)** characteristics of a leader. (15 marks)

(TOTAL: 25 MARKS)

PART B : LONG ESSAY

Instruction: Answer ALL questions.

1. When Satya Nadella became CEO of Microsoft, he confidently stated that the company could become a leader in cloud computing and artificial intelligence despite strong competition. He remained committed to his belief that innovation, learning, and collaboration were essential for long-term success. Through speeches, meetings, and company-wide messages, he clearly communicated his vision to employees around the world. He encouraged employees and managers to support the company's transformation and work toward common goals. By using his position to direct resources and influence organizational decisions, he inspired employees to embrace change and contribute to Microsoft's growth.

Based on the above case study, describe **FIVE (5)** charismatic leaders' traits display by Satya Nadella.

(25 marks)

2. Hakim is a customer service manager at a telecommunications company. As the number of customers increases, he personally handles customer complaints, approves refunds, prepares reports, and monitors staff performance. As a result, work begins to pile up and customers have to wait longer for solutions.

One afternoon, his colleague Siti notices his frustration.

Siti: "Hakim, you seem overwhelmed lately. Is everything okay?"

Hakim: "There are too many issues to handle. I have to approve almost everything before my team can take action."

Siti: "Your supervisors have been working with customers for years. Maybe you need to consider delegating some tasks to give them more responsibility."

Hakim: "You're right. I've been holding too much control myself. If I delegate some of these routine decisions to my supervisors, my workload could become more manageable and less overwhelming. It might reduce the pressure I am currently facing."

Based on the above scenario, explain **FOUR (4)** benefits of delegation as an approach to effective leadership.

(25 marks)

3. Toyota faces a government mandate to rapidly shift from its traditional engine vehicles to electric vehicles (EV). In a strategy meeting, Mr. Takiya outlines plans to reallocate resources for EV development. He proposes creating a transition task force to manage reskilling, resource sharing, and internal communication.

Ms. Rine questions the necessity and feasibility of the change, citing concerns about cost, job security, and the loss of long-established values. She also warns that diverting resources from current traditional engine projects could impact ongoing revenue. Some engineers fear their skills are becoming obsolete and feel excluded from future plans.

Meanwhile, Mr. Yoshida emphasizes the need for innovation but notes that resistance and mistrust toward leadership are hindering progress. He argues that without stronger support, the EV division may fall behind global competitors.

Referring to the scenario above, analyse **FIVE (5)** reasons why employees at Toyota may support or reject the shift towards electric vehicles.

(25 marks)

(TOTAL: 75 MARKS)

(TOTAL: 100 MARKS)

END OF QUESTION PAPER