

**FINAL EXAMINATION**

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

COURSE	: LEADERSHIP IN ORGANIZATION
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. ABC Manufacturing Sdn. Bhd. is facing low employee motivation and poor teamwork. The management believes that effective leadership is needed to improve organisational performance.
 - a. Discuss **FIVE (5)** differences between leaders and managers.

(10 marks)
 - b. Apply **ONE (1)** major leadership approach to explain how leaders can address organisational issues such as low employee motivation, poor communication, and resistance to change.

(15 marks)

(TOTAL: 25 MARKS)

PART B: LONG ESSAY

Instruction: Answer ALL questions.

1. In 1997, Apple Inc. was facing serious financial difficulties. The company was losing market share, profits were declining, and many employees and investors were uncertain about Apple's future. At this critical time, Steve Jobs returned to Apple as CEO.

Steve Jobs introduced a bold vision of creating innovative and user-friendly products that would revolutionize the technology industry. He challenged conventional practices by focusing on a limited number of high-quality products and emphasizing design and innovation. Through his confidence, passion, and strong communication skills, Jobs inspired employees to believe in his vision.

Jobs demonstrated his expertise by leading the development of groundbreaking products such as the iMac, iPod, iPhone, and iPad. He also made personal sacrifices by dedicating significant time and effort to rebuilding the company. As Apple achieved success after success, employees and customers increasingly viewed Jobs as an extraordinary leader capable of achieving what others thought impossible.

Based on the case study, explain **FOUR (4)** the facilitating conditions that enabled Steve Jobs to emerge as a charismatic leader and influence his followers effectively. Support your answer with evidence from the case study.

(25 marks)

2. Elon Musk, CEO of Tesla and SpaceX, is known for his vision of transforming transportation and space exploration. While often viewed as a demanding leader, he also demonstrates participative leadership by encouraging employees to contribute ideas and solve problems together.

At Tesla, Musk communicates directly with engineers and production staff, encouraging them to identify problems and suggest improvements. At SpaceX, employees from different departments collaborate to analyze rocket failures and develop solutions. During the development of reusable rockets, Musk sought feedback from engineers and technical experts, involving them in discussions and decision-making.

Musk believes that good ideas can come from anyone, regardless of position. By promoting participation and open communication, he enables employees to share knowledge, develop skills, and contribute to innovation and organizational success.

According to the case study above, discuss **FOUR (4)** benefits of participative leadership to Tesla and SpaceX, using examples from the case study.

(25 marks)

3. In 2017, PROTON Holdings Berhad entered into a strategic partnership with Zhejiang Geely Holding Group, a leading Chinese automotive manufacturer. The partnership aimed to revive PROTON's declining market position by improving technology, product quality, operational efficiency, and global competitiveness.

While top management viewed the collaboration as a necessary strategic change, many employees reacted negatively. Workers feared job losses, changes in organizational culture, increased performance expectations, and reduced influence of local management. Some employees believed that PROTON could recover without foreign involvement, while others distrusted the intentions of Geely.

As resistance increased, productivity declined, rumors spread throughout the organization, and conflicts emerged between employees and management. PROTON's leadership team was required to implement effective change management strategies to reduce resistance, gain employee support, and ensure the success of the partnership.

This case highlights the importance of leadership in managing organizational change and overcoming employee resistance. The change reflects the need for organizations to adapt to competition and technological advancement.

Discuss **FOUR (4)** leadership strategies that PROTON leaders should implement to ensure successful change management.

(25 marks)

(TOTAL: 75 MARKS)
(TOTAL: 100 MARKS)

END OF QUESTION PAPER