



HRMT4701

THE COUNCIL OF COMMUNITY COLLEGES OF JAMAICA

BACHELOR OF SCIENCE EXAMINATION

SEMESTER II – 2019 MAY

PROGRAMME: BUSINESS ADMINISTRATION

COURSE NAME: DYNAMICS OF LEADERSHIP

CODE: HRMT4701

YEAR GROUP: THREE

DATE: WEDNESDAY, 2019 MAY 15

TIME: 12:00 NOON – 2:00 P.M.

DURATION: 2 HOURS

EXAMINATION TYPE: FINAL

This Examination Paper has 4 Pages

INSTRUCTIONS:

- 1. ANSWER ALL QUESTIONS FROM SECTION A**
- 2. ANSWER ANY TWO (2) QUESTIONS FROM SECTION B**

DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO

SECTION A

Answer ALL questions in this section.

CASE STUDY

THE IMPROVEMENT SUGGESTION

Mr Brian James is the new leader of a production team that manufactures furniture. Part of the manufacturing process includes gluing and nailing the components that make up the frame of furniture pieces.

Richard Marks, a member of the team, learned of a new type of wood adhesive. Richard conducted tests with the new adhesive and determined that it formed a stronger bond than the glue currently being used. Further, he obtained cost data which indicated that the new adhesive alone would produce a stronger bond than the old process of gluing and nailing.

Richard suggested a change in adhesives to Mr James who then sold the idea to top management. Mr James never told management that it was Richard's idea. He took all the credit for the process improvement and was even awarded a cash bonus.

It should be noted that part of the culture of the firm is one that prides itself in ensuring that the highest standards of ethical behaviour are practised throughout the company. Mrs Albertha, the Managing Director, always reminds those in senior positions to "walk the talk".

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| A. Explain what is meant by Ethics in Leadership. | <i>(2 marks)</i> |
| B. Consider the ethical issues concerning Mr James' behaviour. | <i>(3 marks)</i> |
| C. How will Mr James' action affect his further interactions with the team? | <i>(2 marks)</i> |
| D. Highlight FOUR (4) possible consequences if the issues identified are not addressed. | <i>(8 marks)</i> |
| E. Assume the role of Mrs Albertha, who recently learned the truth. What are THREE (3) possible actions that can be taken? | <i>(5 marks)</i> |

(Total 20 marks)

END OF SECTION A

SECTION B

Instruction: In the booklet provided, answer any TWO (2) questions in this section.

Question 1

- A. Define the term, vision. (2 marks)
- B. Describe how this may help leaders to guide their organisations to success. (3 marks)
- C. Present **THREE (3)** ways in which leaders can involve followers in the creation and 'buy in' of a vision. (9 marks)
- D. What are 'SMART Goals'? (10 marks)
- E. Inform how goals lead to productivity at a personal level, as well as among teams. (6 marks)

(Total 30 marks)

Question 2

Discuss the development and history of **THREE (3)** of the following leadership theories:

- A. Great Man/Woman
- B. Scientific Management
- C. Social Systems
- D. Trait
- E. Behavioural
- F. Contingency
- G. Situational

(30 marks)

Question 3

- A. Describe **FIVE (5)** major principles of servant leadership. Give an example of each. *(15 marks)*
- B. Highlight **THREE (3)** main considerations as you compare servant leadership with transformational leadership. *(15 marks)*
- (Total 30 marks)*

Question 4

- A. Explain Kurt Lewin's 3-step approach to successful change in an organisation. *(6 marks)*
- B. Comment on **THREE (3)** ways in which people react to change. *(6 marks)*
- C. Outline **THREE (3)** strategies leaders can use to successfully implement change. *(9 marks)*
- D. Provide **THREE (3)** reasons for employees to resist change. *(6 marks)*
- E. Define 'change agent'. *(1 mark)*
- F. State **ONE (1)** key difference between an internal and an external change agent. *(2 marks)*
- (Total 30 marks)*

END OF EXAMINATION