**Exam Outline**

**BOH4M**

**Business Leadership**

- Date and Time

- Read the entire exam thoroughly before you begin and follow the instructions given for each section.

- This exam has four sections and is worth 15% of the overall course mark.

- Remember that the number of marks per question should guide the amount of time spent answering it.

- Plan your time carefully and make sure to review all of your answers before handing in the exam.

- Cheating and talking will result in a mark of zero (0).

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| **Section** | **Weighted Score** | **Total Marks Available** | **Format** | **Suggested Time** |
| Knowledge  | 20% | 42 marks | 5 x 5 marks multiple choice and explanation questions. 26 marks – matching key term with definition task. | 30 minutes |
| Thinking  | 30% | 16 marks | **Case Study**-SWOT or PEST Analysis-Porter’s Five Forces analysis-Strategic Thinking | 20 minutes |
| Communication  | 20% | 15 marks | Essay question – choose ONE question from four choices | 40 minutes |
| Application | 30% | 25 marks | Short answer questions. Chose FIVE questions to answer from a list of 10 questions.  | 30 minutes |
| **Total Marks** | **100%** | **98 marks** |  |  |

**Study Guide**

**Unit 1: Foundations of Management**

* The six challenges facing 21st Century businesses
* The three levels of management
* Types of manager
* The management process – four areas
* Katz’s Essential Managerial Skills
* Corporate Social Responsibility – the four different approaches
* How to conduct a CSR audit
* Ethics and ethical responsibility
* Stakeholders (Internal and external)
* Modern management theory (Quantitative, Systems and Contingency Approaches)
* Motivation – Intrinsic and extrinsic
* Motivational Theories (Maslow’s Hierarchy of Human Needs, Alderfer – ERG theory, David McClelland – Acquired Needs, Edwin Lock – Goal Setting Theory, B.F. Skinner’s – Operant Conditioning/Reinforcement Theory, Taylor’s Scientific Motivation Theory, Mayo and the Human Resource School

**Unit 2: Leadership**

* Leadership Qualities – Kirkpatrick and Locke
* Leadership Behaviours - Blake and Mouton
* Leadership Styles
* Management Styles
* Transactional vs. Transformational Leadership
* Power Sources (x6)
* How to empower others
* Personality traits (Nature vs. Nuture)
* The BIG five personality types
* Influences on perception (situation, task and perceiver)
* Perceptual distortions – halo effect, stereotyping, projections, selective perception)
* Tuckman’s Team Development Theory
* Belbin’s Group Role Theory
* Social Loafing
* Difference between a group and a team

**Unit 3: Management Challenges**

* Barrier to communication (x6)
* Ways to overcome communication barriers
* Proxemics and space design
* Monetary motivations types
* Non-monetary motivation types
* Ways to manage conflict (x5)
* What is stress
* Ways to manage stress
* Types of stress
* Stressors

**Unit 4: Planning and Controlling**

* Strategic planning
* Competitive advantage (x4)
* Levels of strategic planning (corporate, business and functional)
* Strategic management process
* SWOT Analysis
* PEST Analysis
* Porter’s Five Forces
* Controlling
* Planning tools and techniques