



**FINAL EXAMINATION
SEPTEMBER 2018 SEMESTER**

SUBJECT CODE	:	CLC608
SUBJECT NAME	:	LEADERSHIP AND COMMUNICATION IN PROJECT MANAGEMENT
LEVEL	:	MASTER'S DEGREE
TIME / DURATION	:	9.00 AM - 12.00 NOON (3 HOURS)
DATE	:	5 JANUARY 2019

INSTRUCTIONS TO CANDIDATES

1. Read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consists of TWO (2) sections, Section A and B.
4. Answer ALL questions in Section A and Section B.
5. Write your answers in the answer booklet provided.
6. Answer all questions in English.

THERE ARE THREE (3) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**a) Define the term **authentic leadership**.

(4 marks)

b) Elaborate the importance of ethics and trust to leadership.

(6 marks)

[Total: 10 marks]**Question 2**

With appropriate examples or scenarios, explain when the types of communication below the best can be applied.

- a) Formal written communication
- b) Formal verbal communication
- c) Informal written communication
- d) Informal verbal communication

[10 marks]**Question 3**

Several types of software are widely used for project management. For example, productivity software like word processors, spreadsheets and presentation software will help in creating various documents related to stakeholder management. Discuss how communications software like email, blogs and social media help in engaging stakeholders.

[10 marks]**Question 4**

Discuss the impact of cultural differences in project management and how it could be the key to success in international business.

[10 marks]

SECTION B (Total: 60 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**

You are the project manager of a software development project and the project stakeholders are from various parts of the Asian countries. Consider the following scenario and answer the following questions:-

- a) You are going to conduct a project meeting involving all the stakeholders. There were suggestions as below:-
- i. Use teleconferencing and send the meeting notes.
 - ii. Exercise active listening and use video conferencing
 - iii. Those are in your geography will stay on the call and those are not, the meeting notes will be distribute to them via email.

As the project manager, which option(s) you would choose in order to avoid communication errors during the meeting. Provide justification for each option that you choose and the option that you did not choose.

(10 marks)

- b) You are conducting a Stakeholder Analysis and the results of this activity shall be documented in a stakeholder register.
- i. Identify basic information that you would incorporate in the document.
 - ii. Suggest **THREE (3)** questions that could help you to draw out stakeholder interests.

(10 marks)

[Total: 20 marks]**Question 2**

Review the following scenarios and suggest the most appropriate communication media to be used as listed in the table below. For each scenario, provide your justification why do you think it is the most appropriate.

Hard copy	Phone Call	Email	Meeting	Website
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a) Many of the technical staff on project come into the office between 9:00 a.m. to 9:30 a.m. while the business users always come in before 8:30 a.m and the business users have been making complaints. The project manager wants to have the technical people come in by 8:30, despite many of them leave late.

(8 marks)

b) Your company is bidding on a project for the entertainment industry. You need to have new ideas on how to put together the proposal and communicate your approach in a way that will impress the customer.

(6 marks)

c) You need to make a general announcement to a large group of people and making sure that they get the information.

(6 marks)

[Total: 20 marks]

Question 3

"Project Management is Not a Democracy"

Do you agree with the above statement? Based on your judgement, explain how would you manage your project team in the view of leadership styles and conflict management in order to ensure project success.

[20 marks]

END OF QUESTION PAPER