

International Pre-Master's in Business

Quartz ID: 1274

Unit ID: 2346

International Business and Leadership

Global Examination

Sample Assessment

Time allowed: 2 hours

Instructions:

- Answer **ALL** questions.
- Write all your answers on the answer sheet provided. Only the answer sheet will be marked.
- Clearly cross out surplus answers.
- Any reference material brought into the examination room must be handed to the invigilator before the start of the examination.

Information:

- The maximum mark for this paper is 100.
- This paper contains THREE (3) sections: A, B and C.

SECTION A: Answer ALL questions. Total 17 marks.

**Answer these in your answer booklet – do NOT write on this Question Paper.
Write ONE (1) correct answer from A, B, C, or D for each question in your answer booklet.**

Each question is worth 1 mark.

Marks

Question 1

Which of these traits should be seen more in leaders than managers?

1

- A** Organisational skills
- B** Empowerment
- C** Emotional intelligence
- D** Strategic vision

Question 2

A group of medical experts have been asked to work together on a cure for dementia. Which leadership style, according to Hersey and Blanchard, would be the best to use as a project manager to enable a favourable outcome?

1

- A** Telling
- B** Delegating
- C** Selling
- D** Participating

Question 3

A leader is conducting a market analysis on a potential new market for organisational growth. Unfortunately, the country is in recession and the leader is not sure the timing is right. This is a factor under which PESTLE element?

1

- A** Political
- B** Environmental
- C** Economical
- D** Legal

Question 4

Which of these is a benefit of *Just in Time*?

1

- A Improved quality of products
- B Increase in sales
- C Better customer service
- D Reduced inventory costs

Question 5

If an organisation decides to invest in research and development with the aim of introducing a new addition to their product portfolio, which part of the Ansoff matrix is this classed as?

1

- A Product development
- B Market development
- C Diversification
- D Market penetration

Question 6

Which visual project management tool displays tasks along a timeline, helping teams plan, schedule and track project progress effectively?

1

- A To do list
- B PERT analysis
- C Gantt chart
- D Critical path method

Question 7

If a manager makes a judgement on someone due to their initial behaviour on a project, or a distinguishing feature, such as accent or background, what is this known as?

1

- A Mirroring
- B Perpetual reasoning
- C Stereotyping
- D Emotional intelligence

Question 8

If a product increases in price and buyers switch to a competitor's product, it is known as: **1**

- A Price elasticity
- B Equilibrium point
- C Bullwhip effect
- D Price inelasticity

Question 9

Which of these routes to entering a new international market is the least risky? **1**

- A A partnership deal
- B Exporting goods
- C Opening a foreign subsidiary
- D Forming a joint venture

Question 10

A product has recently been launched but is struggling to establish itself in a market despite considerable marketing activities and expenditure. The product is classed as what, according to the BCG matrix? **1**

- A Rising star
- B Problem child
- C Cash cow
- D Dog

Question 11

Which of the following best describes the qualities of an agile project management approach? **1**

- A Iterative, flexible, adaptable and continuous improvement
- B Traditional, linear, sequencing and structured
- C Flexible, linear, adaptable and unstructured
- D Inflexible, sequencing, modern and structured

Question 12

Which of these factors are featured in Hofstede's dimensions of culture?

1

- A Power distance, collectivism and short-term orientation
- B Certainty assurance, long-term orientation and individualism
- C Femininity, collectivism and mid-term orientation
- D Individualism, collaboration and power distance

Question 13

Which of these are methods of secondary research?

1

- A Focus group, survey and journal
- B Survey, interview and focus group
- C Literature review, journal and Government report
- D Government report, interview and journal

Question 14

Blockchain is classed as what technology?

1

- A The Cloud
- B The Internet
- C Cryptocurrency
- D Artificial Intelligence

Question 15

Which of the following are elements which make up the *Triple Bottom Line*?

1

- A People, Profit and Pollution
- B Planet, People and Products
- C Profit, Planet and People
- D People, Potential and Planet

Question 16

The use and development of computer systems that are able to acquire knowledge, evolve and adapt without following explicit instructions is classed as: **1**

- A** Machine Learning
- B** Big Data Analytics
- C** Fin Tech
- D** Automation

Question 17

What management model would enable a leader to understand the emotions that staff go through? **1**

- A** Lewin's Forcefield Analysis
- B** SWOT Analysis
- C** Kubler-Ross Change Model
- D** Ansoff Matrix

Total 17 Marks

SECTION B: Total 8 marks.

Marks

Question 18

This question shows a number of projects which are impacted by different external factors and are at different stages of the project lifecycle. **8**

Project 1: A vehicle manufacturer is working on its new flagship van aimed at small businesses to be launched in 2027. Its initial thoughts were that it would be a hybrid model but with the increase in the number of clean air zones in the UK and across European cities, and the implementation of new rules and regulations it is believed an electric van would be the best choice.

Project 2: A supermarket chain has decided to relaunch their own brand of no-frills products to help customers tackle the cost-of-living crisis which has seen energy and fuel prices soar. It was the Sales Director's idea and after one month, a project progress meeting is held to see whether sales targets have been met and what can be done to support staffs' progress and actions.

Project 3: A mobility scooter manufacturer is reviewing the performance of its leading models to see whether any changes to its accompanying services, such as extended warranties or improvements to specifications, can be made. These changes should enable the company to more closely align its products and services with the growing number of the elderly population across its international customer base requiring mobility assistance.

Project 4: An organisation is implementing a new management system to keep up to date with competitors and enable better transparency and decision making across the organisation to aid new market growth. The IT manager decides to hold a meeting to discuss each person's role to aid successful delivery of the project. Different activities have been highlighted and an estimate of their expected duration with start and finish times have been pencilled in to be agreed at the meeting.

You are required to match each PESTLE factor and project lifecycle stage with each project scenario, based on the descriptions provided. You can only use each option once:

Deliver	Design
Legal	Social
Develop	Define
Economic	Technological

Project	PESTLE factor	Project Lifecycle Stage
1		
2		
3		
4		

Total 8 Marks

SECTION C: Answer ALL questions. Total 75 marks.

Marks

Question 19

A Sales and Marketing Director of a large organisation is considering whether to expand into a new international market.

- | | | |
|-----------|---|-----------|
| a) | Explain THREE (3) challenges facing organisations trading internationally in 2025 which may impact the Sales and Marketing Director's decision. | 15 |
| b) | Choose ONE (1) of the challenges from part (a) and propose ways that the Sales and Marketing Director can reduce the impact of the challenge on international growth. | 5 |
| c) | Identify the SIX (6) steps to effective problem solving that will enable the manager to resolve any problems expanding internationally. | 5 |

Total 25 Marks

Question 20

Artificial Intelligence (AI) is expected to revolutionise the workplace.

- | | | |
|-----------|---|-----------|
| a) | Define Artificial Intelligence (AI) and explain why it is so important to modern businesses, using THREE (3) examples. | 6 |
| b) | Explore THREE (3) ways that AI can be deployed in an organisation to achieve better results. | 9 |
| c) | Discuss TWO (2) advantages and TWO (2) disadvantages of adopting AI to modern businesses. Determine whether AI is a positive or negative development in technology and justify your view. | 10 |

Total 25 Marks

Question 21

- a) Explain what Emotional Intelligence is and its importance for effective leadership in international business by using THREE (3) workplace examples. **15**
- b) Outline FOUR (4) ways that agile leadership differs from traditional approaches and explain whether you believe one leadership approach is better than the other, giving justification in your answer. **10**

Total 25 Marks

End of paper