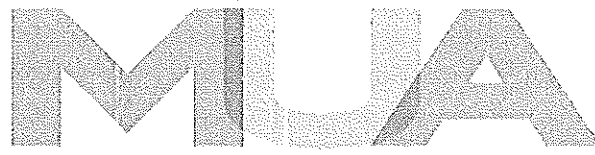


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/  
BACHELOR OF ARTS IN DEVELOPMENT STUDIES AND  
BACHELOR OF COMMERCE**

UCU 104 : FUNDAMENTALS OF LEADERSHIP

DATE: 4<sup>TH</sup> APRIL 2019

DURATION: 2 HOURS

MAXIMUM MARKS: 70

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains SIX (6) questions.
4. Question ONE is compulsory.
5. Answer any other THREE questions.
6. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow:**

**Devon and Isabella**

Devon seems to have task-oriented or transactional leadership style. His opinion about being a leader is that the one who is successful should be able to exert power in task performance, as well as for the reward and punishment of his subordinates. For him it is everything about appropriate punishment and reward. He insists on making the job and tasks of the employees less complicated and challenging by giving clear instructions and then ensuring that they receive adequate resource base for task fulfillment. He believes that an effective leader is one who sets particular goals and then possesses enough power for evaluation, correction and training of the employees when the expected goals are not reached and rewarding them in the opposite case. This leadership type presumes close supervision of the team to ensure that all expected results are achieved. Devon also insists that his key feature is being a leader who is guided with the sense of fairness, and he would reward and punish justly, as well as he also claims that his employees would perform on the high levels and be satisfied with their jobs.

On the other hand, Isabella's leadership style is quite different as she brings out transformational leadership aspect. Even though she acknowledges the necessity in setting appropriate goals to employees and giving them guidance, as well as rewarding and punishing them in accordance with the performance, she also treats them with care and concern and has built a sense of trust. Isabella considers that the true leader should motivate its team beyond formal job requirements and it is not enough that employees just complete automatically their tasks. She claims that in order to survive, the strong leader should challenge employees to look ahead and contribute with their ideas. Sharing vision with employees, having the same goals with them are her main strategies that would allow achieving and sustaining competitive advantage at the market. She insists on motivating each employee to be creative and innovate and impact the company's performance the best they can, as only when the staff is highly motivated, the company can reach outstanding results

and be company leader. She tends to be the transformational leader who motivates its employees to be efficient and effective. Communication for such leaders is the most important thing in achieving goals.

**Required:**

- a) Discuss 3 scenarios where Devon's leadership style would be most appropriate and 3 scenarios where Isabella's style would be appropriate. (12 Marks)
- b) Using the above case study, describe the Ohio State approach to leadership. (7 Marks)
- c) Assess the differences between a manager and a leader (6 Marks)

**QUESTION TWO**

Write brief notes on each of the following Leadership styles

- a) Charismatic Leadership (5 Marks)
- b) Transformational Leadership (5 Marks)
- c) Ethical leadership (5 Marks)

**QUESTION THREE**

- a) Coaching and mentoring programs help professionals grow, develop and learn new skills under the direction and advice of a seasoned expert. The two terms have been synonymously interchanged but have distinct differences. Using relevant examples, distinguish between the two terms. (10 Marks)
- b) Examine the qualities of a visionary leader (5 Marks)

#### QUESTION FOUR

- a) Describe the Fiedler Model of Leadership (7 Marks)
- b) State and explain the four basic components brought out by Joseph Rost in his definition of leadership. (8 Marks)

#### QUESTION FIVE

- a) Team leadership refers to the leadership practices and values exhibited by leaders, governing a specific group of individuals who are working towards achieving a particular goal or objective. Using the five stages of team development, demonstrate the role the leader plays to ensure team effectiveness (10 Marks)
- b) 65-93% of the meaning of communication is non-verbal. Explain five ways in which a leader can improve his non-verbal communication skills (5 Marks)

#### QUESTION SIX

- a) Team Leaders face a myriad of challenges in their attempt to achieve organizational goals key among them being cultural diversity. Using clear examples propose what roles leaders play in dealing with these diversities. (10 Marks)
- b) Successful succession planning relies on not just choosing people to take over, but grooming potential successors to ensure they're prepared. Analyze some major pitfalls an organization may experience when attempting to undertake the succession planning process. (5 Marks)