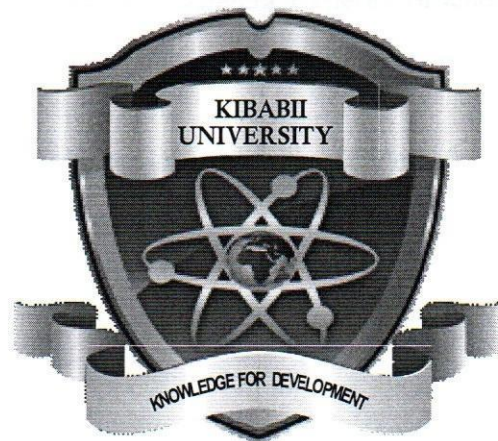


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2020/2021 ACADEMIC YEAR
FOURTH YEAR FIRST SEMESTER**

MAIN EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCB 452E

COURSE TITLE: ORGANIZATION LEADERSHIP

DATE: 17/05/2021

TIME: 9.00 – 11.00AM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory
- 4) Show your work clearly.

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

Question 1

a. The center piece of **Fiedler's (1967)** Contingency Theory of leadership is the task-oriented continuum leadership style.

Required

Explain **THREE situational variables** that determine leadership styles. (6 marks)

b. Change implementation requires effective leadership. From an organizational standpoint change is inevitable, organizations must change or perish.

Required;

Illustrate and explain the **Kurt- Lewin Model** of change management and its implication on leadership approaches. (14 marks)

c. Use the Path-goal theory of leadership to explain directive, supportive and participative leadership styles. (10 marks)

Question 2

a. Distinguish between leadership and management. (10 marks)

b. Identify **FOUR** organizational variables that influence leadership approaches in accordance with the Contingency theories of management. (10 marks)

Question 3

a. Cite the features of **transformational leadership** and **THREE reasons** why transformation efforts fail. (10 marks)

b. Explain the effects of power and organizational politics on leadership approaches. (10 marks)

Question 4

a. Discuss the trait theory of management. (10 marks)

b. Explain the meaning of team leadership and its associated **FOUR** variables (10 marks)

Question 5

a. Quote "**There is no best style of leadership**", this is according to various contingency theorists in the literature of leadership in organizations.

Required; Explain arguments by the proponents of the **contingency theorists**. (10 marks).

b. Discuss the importance of leadership in organizational development. (10 marks)