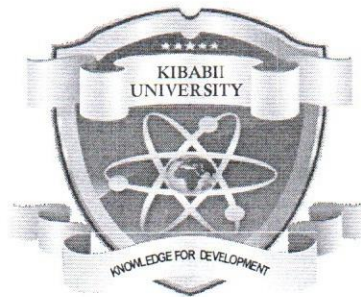


KIBABII UNIVERSITY



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TLC

UNIVERSITY MAIN EXAMINATIONS

2017/2018 ACADEMIC YEAR

FOURTH YEAR SECOND SEMESTER

FOR THE BACHELOR OF COMMERCE

COURSE CODE: BCB 452E

COURSE TITLE: ORGANIZATIONAL LEADERSHIP

DATE: 19/12/2017

TIME: 3 – 5PM

INSTRUCTIONS TO CANDIDATES

Answer ALL questions in Section A and Any other TWO (2) Questions from section B

SECTION A

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

Question One

- a. Many researchers have had different ideologies in describing leadership; discuss any five leadership theories giving relevant examples (15 marks)
- b. Describe the Blake and Mouton grid model of leadership (10 Marks)
- c. Conflict management is a very significant skill in organizational leadership. Highlight any five key guidelines in ensuring a positive process of managing conflict. (5 marks)

SECTION B

Question Two

- a. Discuss giving relevant examples any five fundamental leadership skills that an effective leader should possess. (10 marks)
- b. Discuss any three ways of managing stress (6 marks)
- c. Explain any four benefits of resolving a conflict. (4 marks)

Question Three

- a. Explain and vividly describe the following five leadership styles (10 marks)
- b. "Any great leader will see herself or himself primarily as a servant of that group and will act accordingly", discuss the statement in relation to behaviors that are central to the development of a servant-leader. (10 marks)

Question Four

- a. Discuss the following different types of leadership power and how they affect change in the organization:
 - i. Positional Power (3 marks)
 - ii. Resource and Reward Power (3 marks)

- iii. Relationship power (3 marks)
- iv. Referent power (3 marks)
- v. Expert power (3 marks)

b. Regardless of the type of power, the amount of power or influence a leader has is related to a number of factors; highlight any five of the said factors. (5 marks)

Question five

- a. Describe the following types of change illustrating relevant examples (6 marks)
 - i. Organizational change
 - ii. Change leadership
 - iii. Change management
- b. Many reasons exist why organizational change fails; state at least any four of the said reasons. (4 marks)
- c. It is reasonable to assume that certain personality traits are associated with leadership, while others are not; discuss by giving relevant examples the different traits of an effective leader (10 marks).