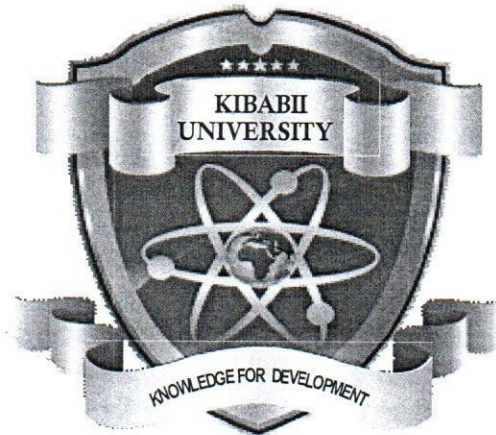


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS
SPECIAL/SUPPLEMENTARY EXAMINATION
2019/2020 ACADEMIC YEAR
THIRD YEAR FIRST SEMESTER
FOR THE DEGREE OF BACHELOR OF BUSINESS
MANAGEMENT

COURSE CODE: BBM 312

COURSE TITLE: LEADERSHIP AND PERFORMANCE MANAGEMENT
MANAGEMENT

DATE: 01/02/2021

TIME: 11.00 – 1.00PM

INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER TWO questions

SECTION A: Compulsory (30 marks)

Question 1

- a) Define the following terminologies citing relevant examples:
- (i) Leadership (2 marks)
 - (ii) Performance (2 marks)
 - (iii) Power (2 marks)
 - (iv) Communication (2 marks)
 - (v) Culture (2 marks)
- b) Managing diversity is a challenging issue today in our organizations in Kenya and globally. It is about ensuring that all people maximize their potential and their contribution to the organization. It means valuing the differences between people and the different qualities they bring to their jobs which can lead to the development of a more rewarding and productive environment. Highlight and explain the leadership qualities one needs to achieve the above sentiments. (10 marks)
- c) Culture is important in all organizations. Discuss how an organization can develop a positive culture in an organization of your choice. (10 marks)

SECTION B: Answer any two questions (40 marks)

Question 2

Theories abound to explain what makes an effective leader. The oldest theories attempt to identify the common traits or skills that make an effective leader. Contemporary theorists and theories concentrate on actions of leaders rather than characteristics. Discuss any FOUR theories of leadership citing relevant examples. (20 marks)

Question 3

The role of HR in the present scenario has undergone a sea change and its focus is on evolving such functional strategies which enable successful implementation of the major corporate strategies. In a way, HR and corporate strategies function in alignment. Today, HR works towards facilitating and improving the performance of the employees by building a conducive work environment and providing maximum opportunities to the employees for participating in organizational planning and decision making process. Discuss the process of Performance Management. (20 marks)

Question 4

Discuss the relevance of studying Leadership and Performance Management in your degree programme. (20 marks)

Question 5

The competencies a leader needs depends upon the situation. These competencies depend on a variety of factors. Substantiate. (20 marks)