

**KIBABII UNIVERSITY**



**UNIVERSITY EXAMINATIONS**

**2021/2022 ACADEMIC YEAR  
FOURTH YEAR SECOND SEMESTER  
MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE  
COURSE CODE: BCB 452E  
COURSE TITLE: ORGANIZATIONAL LEADERSHIP**

**DATE: 24/05/2022**

**TIME: 2.00PM – 4.00PM**

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**INSTRUCTION TO CANDIDATES**

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

**TIME: 2 Hours**

**KIBU observes ZERO tolerance to examination cheating**

### QUESTION ONE (30 MARKS)

- a) It is important to recognize that while a manager is a person who has a formal title and authority, a leader is a person who has the ability and opportunity to influence others and may be either a manager or non-manager. From the statement summarize the distinctions between management and leadership (10 marks)
- b) Leadership development is the process which helps expand the capacity of individuals to perform in leadership roles within organizations. Leadership roles are those that facilitate execution of an organization's strategy through building alignment, winning mindshare and growing the capabilities of others. Discuss the four leadership roles (12 marks)
- c) Discuss the characteristics that every successful modern leader needs. (8 marks)

### QUESTION TWO (20 MARKS)

- a) The trajectory of leadership theory is not linear, but rather follows endless swings between leader-centric and follower-centric models often premised on new thinking about work design and organizational change. Discuss the development of the main theories of leadership. (12 marks)
- b) Leadership at different levels in organizations influences innovation processes. Discuss (8 marks)

### QUESTION THREE (20 MARKS)

- a) The foundation of leadership is power. Leadership has power over their followers and they wield this power to exert their influence. Explain five basic types of power that can be used by leaders (10mks)
- b) Organizational culture is about shared meanings produced by workers and management in regular, routine contact. Explain different cultural change strategies that focus on changing the manifestations of organizational culture. (10 marks)

**QUESTION FOUR (20 MARKS)**

- a) Ethical leadership means that individuals behave according to a set of principles and values that are recognized by the majority as a sound basis for the common good. Comment on some elements that define ethical leadership. (12 marks)
- b) Both HRM and leadership are seeking to enhance the organization's performance through the enactment of the organization's strategic goals. Identify and explain four strategic key goals. (8 marks)

**QUESTION FIVE (20 MARKS)**

- a) HR practices support manifestations of transformational leadership in which transformational leadership is described as involving four behaviors. Discuss the behaviors. (12 marks)
- b) Culture is a constraint on leadership behavior and initiatives. Discuss (8 marks)