

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: ORGANISATIONAL LEADERSHIP

DATE: 07/09/2022

TIME: 2.00 – 4.00PM

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



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QUESTION ONE

I am not surprised one person damaged the office culture. I think all organizations want to be successful however the wrong mix of employees and leaders can impair their goals. A clash of personal conflicts and organizational management can lead to a dysfunctional workplace. The successful dealing of problems which impact the operations in office will need to include good organizational leadership. Koech is not utilizing ongoing support learning and development of employees, which sets a bad example. It just takes one bad person to damage the ability to fulfill the organizational mission. Employees who feel manipulated and disrespected by poor leadership feel distraught. Leaders are instrumental in creating and changing an organization's culture and there is a direct correspondence between a leader's management style and an organization's culture. For example, if Koech motivated employees through inspiration, his organizational culture would be much more supportive and positive.

It is felt the problem is caused by Koech. However, it appears Koech does not have the necessary communication skills to mend the relationship, then some of his colleagues will have to step up. In this situation a professional working relationship is key. A genuine effort to get to know each other and learn personality types can increase effective communication. The workmates should get to know Koech's management style and find out about her professional goals for the organization. Challenging relationships really lack trust, which establishes a foundation for understanding. Any effort to improve the lines of communication can increase their relationship. Source: (Author 2022)

Read the above Case and answer the following questions:

- a) Organizational leadership is expected to be good, Examine five qualities/skills that the leader lacks in his leadership style. **(10Marks)**
- b) Employees need to be led professionally, discuss five approaches utilized by leaders to achieve the practice. **(10Marks)**
- c) For leaders to be effective and efficient, communication is paramount confirm this Statement using five appropriate examples. **(10Marks)**

QUESTION TWO

- a) Organizations strive to be competitive in the economy, this to say leadership is the driving factor. Examine five ways how this is a reality **(10Marks)**



- b) Theories are various schools of thought put forth by scholars to explain what goes into the making of a leader. You're required to give information on the following examples on how they are relevant to organizational leadership;
- i. Contingency Theory (5 Marks)
 - ii. Transformational Leadership Theory (5 Marks)

QUESTION THREE

- a) Leaders can be noticed through their practices, identify any five of them and explain how they contribute to good organizational leadership (10Marks)
- b) Leadership from within is one of the methodologies in organizational leadership, explain two essentials that makes a leader to evolve and be followed by others. (10Marks)

QUESTION FOUR

- a) Problem solving is one of the major roles of leaders. Elaborate on any five steps they apply to accomplish the process (10Marks)
- b) Leadership is not management, to what extent is the statement true? Confirm using five applicable deviations. (10Marks)

QUESTION FIVE

- a) A team is the backbone of organizational leadership, clarify on five elements used to succeed during its formation. (10Marks)
- b) Explain five traits/characteristics of an ethical leader (10Marks)

