

The  
Management  
University  
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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES**

**UCU 104 : FUNDAMENTALS OF LEADERSHIP**

**DATE: 3<sup>RD</sup> DECEMBER 2020**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

## QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

### MIROY MILLS

Hakim took over the position of Managing Director at Miroy Mills during the covid-19 pandemic, at a time when the company was on the verge of collapse. The company was making losses to the tune of K.sh. 50 million a year. Employees morale was very low and the company experienced a high level of apathy and abandonment that spurred his determination to revitalise the company and its employees. He realised that the only way to save the company was to revive employee's interest in it.

Hakim along with key employees, developed a programme designed to get employees be interested in the company and raise productivity. He set simple goals for product quality and productivity and whenever employees exceeded their production quotas, he would organize a party for them and reward them with a bonus. He constantly held meetings with them and encouraged them to continue working hard for the company. Those who demonstrated very good performance were offered promotion. In order to fully understand their jobs and company's operations, employees were offered a wide range of courses. This, he believed would help change their work behaviour as well. Hakim's efforts and plans were greatly successful and in less than four months, the company started making profits after so many years.

The post-covi-19 expectations for the company is that profitability is expected to continue to increase. Indeed the company is considering to be listed in the Nairobi Stock exchange by the year 2025. With public listing, it means that the company will be more under scrutiny from the shareholders and board of directors more closely.

#### Required:

- a) Analyse the relevance of scientific management thoughts adopted by Mr. Hakim of Miroy Mills. **( 10 Marks)**

b) Evaluate Hakim's leadership style he applied to revitalise this company.

**( 10 Marks)**

c) Explain the challenges of the style in leadership that Hakim used to revitalise the company.

**( 5 Marks )**

## **QUESTION TWO**

a) Outline the distinctive characteristics of the Vroom Yetton model of leadership.

**(5 Marks)**

b) "Charismatic leadership is the most appropriate leadership style in the modern corporate world". Do you agree or disagree? Use appropriate illustrations to support your position.

**(10 Marks)**

## **QUESTION THREE**

a) Evaluate the situational leadership model and identify the leadership style that would be most effective for leading strongly motivated group of consultants.

**( 10 marks)**

b) Clearly explain the differences between emotional intelligence (EI) and intelligence quotient (IQ).

**( 5 marks)**

## **QUESTION FOUR**

a) Clearly distinguish between 360 feedback and mentoring as methods of leadership development.

**( 5 marks)**

b) Many people who disagree with the trait approach to leadership nevertheless still conduct interviews when hiring a person for the leadership position. Explain why conducting such interviews are inconsistent with their attitude towards trait approach?

**(10 marks)**

**QUESTION FIVE**

- a) Evaluate any theory of leadership and explain how it is being applied or can be applied to different sub-divisions, organizations, industries and sectors (Use a named organization as the focal point of reference). **( 10 marks)**
- b) Analyze the statement, "You do not need a title to be a leader". **( 5 marks)**

**QUESTION SIX**

- a) Clearly make proposals for the development of leadership competences to meet current and predicted future requirements within a sub-division, organization, industry or sector. **(7marks)**
- b) Many executives believe that playing team sports helps a person develop as a leader. Based on your knowledge of leadership development, discuss your stand on this issue. Your discussion should be based on a sub-division, organization, industry or sector. **( 8 marks)**