The Management University of Africa

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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP/ DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MBA 510/ MML 5103/SMO 509: TRANSFORMATIONAL LEADERSHIP

DATE: 29TH JULY 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory.**
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

Umoja Innovations Ltd is a fast-growing technology and logistics company operating across several counties in Kenya. The organization specializes in digital transport systems, e-commerce support services, and green supply chain solutions. Over the last decade, the company experienced rapid expansion due to increased demand for digital business services and environmentally sustainable operations.

Despite its rapid growth, the organization recently began experiencing several leadership and organizational challenges. Employees complained about poor communication between management and staff, delayed decision-making, low employee morale, and increased workplace conflicts. Younger employees felt excluded from leadership processes while senior managers resisted organizational reforms proposed by new executives.

The company's founder and Chief Executive Officer, Mr. Daniel Mwangi, recognized that the organization was becoming increasingly difficult to manage due to technological changes, market competition, workforce diversity, and changing customer expectations. He therefore initiated a major leadership transformation programme aimed at strengthening organizational culture, enhancing employee motivation, and improving organizational adaptability within the modern business environment.

As part of the transformation programme, management introduced leadership mentorship systems, employee empowerment initiatives, collaborative decision-making structures, and digital communication platforms. The organization also launched several sustainability projects including paperless operations, energy conservation initiatives, recycling programmes, and environmentally friendly transport systems.

Although some departments embraced the transformation process positively, others remained resistant to change. Some employees feared losing authority and influence within the organization, while others lacked confidence in adapting to new technologies and leadership expectations. Tensions further emerged between managers who preferred traditional leadership approaches and younger leaders advocating for innovation and participatory leadership practices.

The Board of Directors later commissioned an internal review which revealed that the organization required stronger transformational leadership practices, adaptive leadership capabilities, and modern sustainability strategies in order to remain competitive in the 21st-century business environment.

Required:

a) Analyze five transformational leadership characteristics demonstrated or required within Umoja Innovations Ltd.
(10 marks)

b) Modern organizations continue to experience dynamic and complex leadership challenges in the 21st century. Assess five leadership challenges currently affecting Umoja Innovations Ltd and propose suitable interventions for each challenge.
(10 marks)

c) Sustainable organizations increasingly integrate environmental responsibility into their leadership and operational practices. Recommend five green management practices that Umoja Innovations Ltd may adopt in order to strengthen sustainable organizational performance. **(10 marks)**

QUESTION TWO

a) Leadership effectiveness within modern organizations is influenced by multiple dimensions that shape how leaders respond to organizational demands and emerging challenges. Critically examine the three domains of leadership within the context of leadership development and organizational practice.
(5 marks)

b) Adaptive leadership enables organizations to respond effectively to environmental uncertainties and emerging challenges. Deconstruct the five features that provide an analogy for adaptive leadership. **(10 marks)**

QUESTION THREE

a) Corporate governance frameworks guide organizations in balancing accountability, performance, and stakeholder interests. Differentiate the agency theory and stewardship theory of corporate governance. **(5 marks)**

b) Power relationships within organizations are influenced by several interpersonal and structural factors. Analyze three variables that contribute to dependence in power relationships. **(6 marks)**

c) Leadership coaching enhances employee growth and organizational effectiveness within contemporary institutions. Evaluate four roles performed by an effective coach in organizational settings. **(4 marks)**

QUESTION FOUR

a) Digital transformation continues to reshape organizational operations and competitive strategies globally. Assess the phases involved in the e-transformation value chain. **(4 marks)**

b) Sustainable business practices are increasingly becoming essential for organizational competitiveness and environmental responsibility. Critique the three green business practices identified by Hirsch. **(6 marks)**

c) Organizational transformation initiatives often require alignment between employee values and organizational culture. Critically appraise five guiding principles that organizations can adopt in

facilitating cultural change during periods of large-scale transformation. **(5 marks)**