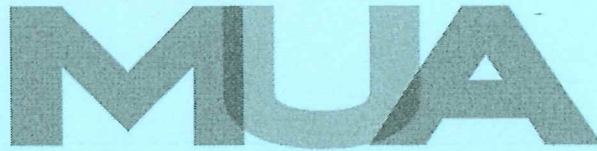


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES**

**BDS 407: PROJECT LEADERSHIP AND MANAGEMENT SKILLS**

**DATE: 6<sup>TH</sup> DECEMBER 2024**

**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:

### AKADI PROJECTS

When Akadi a manufacturer of Industries refinery equipment, brought in Mr. Kilonzo to manage its technical services **division**, the company executives informed him of the urgent situation. A technical service with 30 engineers was the highest paid , best -educated and least productive division in the company. The instructions to Mr. Kilonzo, "Turn it round". Mr. Musau called a meeting of the engineers. He showed great concern for the personal welfare and asked point blank, "What is the problem? Why can't we produce? Why does this division have such turnover?" Without hesitation, employees launched a hail of complaints. "I was hired as an engineer not a pencil pusher." We spend over half our time writing stupid reports in triplicate for the top management and no one reads the reports." After a two hour discussion. Mr. Kilonzo concluded he had to get to top management off the engineers' backs. He promised the engineers " my job is to stay out of your way so you can do your work and I'll try to keep top management off your back too." He called for the days' reports and issued an order effective immediately that the originals be turned in daily to his office rather than mailed to the headquarters. For three weeks, technical reports piled up on his desk.

By month's end, the stack was nearly three feet high. During that time no one called for reports. When other managers entered his office and saw the stack, they usually asked, "what is all this?" Mr. Kilonzo answered, "technical reports". No one asked to read them. Finally, at month's end a secretary from Finance called and asked for the reports. The next morning Mr. Kilonzo loaded the reports on a cart and pushed it to the CEO's office. The engineers cheered him as he passed through the department. They knew the show down had come. Mr. Kilonzo entered the CEO's office and placed the stack of reports on his desk. The CEO and other senior managers looked bewildered.

"This", Kilonzo announced, "is the reason for the lack of productivity in the technical service division. These are the reports you people require every month, the fact that they sat on my desk all month shows that no one reads this material. I suggest that

the engineers 'time could be used in a more productive manner and that one brief monthly report from my office will satisfy the needs of other departments.

**Required:**

- a) Discuss the leadership style used by Mr. Kilonzo at Akadi Projects  
(8 Marks)
- b) Explain the four methods Mr. Kilonzo may use for leadership development among the engineers at Akadi Projects.  
(8 Marks)
- c) Discuss the leadership model that would best apply in this situation and why.  
(9 Marks)

**QUESTION TWO**

- a) Some executives believe that membership to staff choir 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.  
(10 Marks)
- b) Evaluate the situational leadership model and identify the leadership style that would be most effective for leading strongly motivated group consultants.  
(5 Marks)

**QUESTION THREE**

- a) With so much businesses being conducted over skype and through email, discuss why it is still important to understand cross- cultural differences in values. . Use relevant examples form organisational, industry or sector perspective to discuss this argument.  
(10 Marks)
- b) Clearly make proposals for the development of leadership competences to meet current and predicted future requirements within a sub-division, organization, industry or sector.  
(5 Marks)

#### QUESTION FOUR

- a) A concern has been expressed that leaders who are transformational are often incompetent. They simply get placed into key positions because they create such a good impression. Use relevant examples from organisational, industry or sector perspective to discuss this argument. **(10 Marks)**
- b) Clearly distinguish between 360 feedback and mentorship as methods of leadership development **(5 Marks)**

#### QUESTION FIVE

- a) Clearly distinguish between visionary and charismatic leadership models. **(5 Marks)**
- b) "Servant leadership is not applicable in the corporate world in the 21<sup>st</sup> Century". Do you agree or disagree? Use relevant examples to justify the position you have taken. **(10 Marks)**

#### QUESTION SIX

- a) "Value based leadership is not applicable in the corporate world in the 21<sup>st</sup> Century". Do you agree or disagree? Use relevant examples to justify the position you have taken. **(7 Marks)**
- b) A study with life insurance sales representatives indicated that, in general, they sold more insurance after receiving training in emotional intelligence. Discuss why being emotionally intelligent help increase the sales of life insurance. **(8 Marks)**