

The
Management
University
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DIPLOMA UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DIPLOMA IN MANAGEMENT AND LEADERSHIP

DML 106: PRINCIPLES OF LEADERSHIP

DATE: 9TH APRIL 2026

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 **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case study below and answer the questions that follow

TRANSFORMATIONAL LEADERSHIP AT TECH INNOVATORS INC

Tech Innovators Inc. is a mid-sized technology company focused on developing cutting-edge software solutions for businesses. Over the last decade, the company grew rapidly, transitioning from a small start-up to an industry leader in its field. However, as the company expanded, it encountered challenges with employee engagement, innovation, and retaining top talent. In response, the company's leadership team brainstormed on various leadership styles that could drive its growth and reinvigorate the organizational culture.

A number of leadership styles were proposed but the managers were afraid of trying new styles when they were already struggling with unclear and not very well defined styles that were being executed currently.

There was a suggestion to benchmark with other similar but well performing company on the leadership styles that were being employed and the leadership development program that were developed to ensure innovation and excellent in-service delivery to their stakeholders.

Required:

- a) Discuss two Leadership styles that would be relevant for the above

(10 Marks)

- b) Suggest five advantages of each of the leadership styles proposed above.

(10 marks)

- c) Discuss two leadership Development programs that the management of the above company can employ for their employees. **(10 Marks)**

QUESTION TWO

An NGO working on community development projects employs highly educated professionals such as researchers, project managers, and social workers. The organization encourages innovation, teamwork, and participation in decision-making.

Required:

- a) Identify two leadership approaches that would be suitable for this organization. Justify the choice of your answer. **(6**

Marks)

- b) Explain two advantages of each leadership approaches identified above

(4 marks)

QUESTION THREE

- a) Different between Headship and leadership in the context of organization.

(4 marks)

- b) Assess three types of power exercised in organizations **(6 marks)**

QUESTION FOUR

- a) Different season an organization may require different approaches to leadership. Discuss three merits of Contingency Leadership approach

(6 marks)

- b) Discuss two ways, high level of Emotional Intelligence can boost a leader's performance. **(4**

marks)

QUESTION FIVE

- a) The top leadership determines the tone of the organization. Discuss five features of an effective leader. **(5**

marks)

b) Propose five pitfalls to avoid if you are to succeed as a leader

(5 marks)

QUESTION SIX

a) Leading global organizations comes with its own share of challenges including Multi cultural teams, the difference in time zones and not to mentions effects of globalization. As a global leader how will you navigate the space in the VUCA context?

(8 Marks)

b) Discuss five ways mentorship can be employment in Leadership development.

(2

marks)