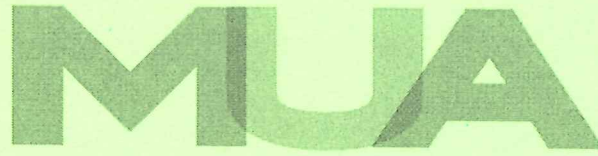


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

UNIVERSITY COMMON UNIT

UCU 104 : FUNDAMENTALS OF LEADERSHIP

DATE: 2ND AUGUST 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:

LEADERSHIP IN AN ORGANISATION

Leadership is the ability to implement change by creating and communicating a vision to others. Organizational leadership is the qualities and skills required to run a company or one of its divisions. It's greater in scale and scope than many other forms of leadership. Dorcas is the associate director of a nonprofit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left.

Dorcas has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staffs that provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staffs are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staffs have also mentioned that Dorcas's "glass half-empty" conversation style leaves them feeling dejected.

In addition, Dorcas has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Dorcas said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staffs become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

Required:

- a) Illustrate how Dorcas can most effectively use both management and leadership skills in her role as associate Director. What combination of the two do you think would work best in this setting **(3 Marks)**
- b) Synthesis three (3) steps that could be taken by leadership to build staff confidence in the case above. **(9 Marks)**
- c) Elaborate the advice you would have given Dorcas on improving her leadership skills and to the managers on improving their management skills **(4 Marks)**
- d) Explain three possible leadership style a leader would need to be effective in this situation **(9 Marks)**

QUESTION TWO

- a) Explain five importance of leadership in organizations **(5 Marks)**
- b) Describe four basic components of leadership in an organization **(4 Marks)**
- c) Discuss three essential Skills that Leadership require and Practices **(6 Marks)**

QUESTION THREE

- a) Discuss any three (3) essential qualities of effective leadership in an organization (6 Marks)
- b) Outline the three styles of Situational Leadership and explain how leaders use them in modern organization (9 Marks)

QUESTION FOUR

- a) Examine three(3) the roles of mentoring in leadership development (9 Marks)
- b) Using appropriate examples of your place of work discuss transactional leadership theory (6 Marks)

QUESTION FIVE

- a) Leading effectively in times of disruption requires the ability to build leadership trust in challenging environments. illustrate five (5) importance of trust as a foundation of leadership (10 Marks)
- b) Outline five ways in which Transactional Leaders Differ from Transformational Leaders (5 Marks)

QUESTION SIX

- a) Explain three(3) contemporary issues of leadership in the 21st century (6 Marks)
- b) Strategic organizational change is concerned with the overall goals and purpose of the business, and any changes in the vision and mission of the organization. Describe four (4) types of Organizational change (4 Marks)
- c) Elaborate five (5) principles of visionary leadership (5 Marks)