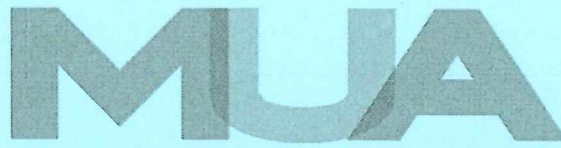


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**UNIVERSITY COMMON UNIT**

**UCU 104 : FUNDAMENTALS OF LEADERSHIP**

**DATE: 3<sup>RD</sup> APRIL 2023**

**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:

**ETHICAL DILEMMA IN MANAGEMENT**

Are there differences in leadership styles based on gender? The evidence indicates that the two sexes are more alike than different in how they lead. Much of this similarity is based on the fact that leaders, regardless of gender, perform similar activities in influencing others. The most common difference lies in leadership styles. Women tend to use a more democratic style, influence others best through their "charisma, expertise, contacts, and their interpersonal skills." Men, on the other hand, tend to typically use a task-centered leadership style, relying on positional power. But surprisingly, even this difference is blurred. All things considered, when a woman leads in a traditionally male-dominated job she tends to lead in a manner that is more task-centered.

Further compounding this issue are the changing roles of leaders in today's organizations. With an increased emphasis on teams, employee involvement, and interpersonal skills, etc., leaders need to be more sensitive to their followers' needs, be more open, and so on, many of these are behaviors that women have typically grown up developing.

**Required:**

- a) In your view, is there a difference between the sexes in terms of leadership styles? (10 marks)
- b) From the above case study, illustrate giving five reasons whether men or women make better leaders. (10 marks)
- c) Evaluate a leadership theory that relates to the case study. (5 marks)

**QUESTION TWO**

- a) Evaluate the applicability of the value based leadership style in a specific organization. (8marks)
- b) Analyze the applicability of the servant theory of leadership in organizations today. (7 marks)

**QUESTION THREE**

- a) Analyze what you would consider as five poor qualities for an executive coach. (10 marks)
- b) Evaluate using a specific organization, industry or sector, the role of executive coaching. (5 marks)

**QUESTION FOUR**

- a) Evaluate five positive aspects of charismatic leadership style. Use an organization, industry or sector you are familiar with for the illustrations. (10 marks)
- b) "Charismatic leaders must also be transformational". Analyze this statement based on examples from an organization, industry or sector. (5 marks)

**QUESTION FIVE**

- a) Evaluate five dimensions of emotional intelligence based on a specific organization, industry or sector (10 marks)
- b) Describe the challenges of maintain high performance teams in organizations. (5 marks)

**QUESTION SIX**

- a) With respect to a particular organization, industry or sector, evaluate the process of change management. (8 marks)
- b) Analyse the role of visionary leadership in change management. Use an organization, industry or sector that you are familiar with. (7 marks)

