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DIPLOMA UNIVERSITY EXAMINATIONS  
SCHOOL OF MANAGEMENT AND LEADERSHIP  
DIPLOMA IN MANAGEMENT AND LEADERSHIP

DML 106: PRINCIPLES OF LEADERSHIP

DATE: 26<sup>TH</sup> MARCH 2025

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 carefully and answer the questions that follow

**Tech Innovations Inc.**

Tech Innovations Inc. (TII) is a leading technology company known for its cutting-edge products and solutions in the digital market. Under the leadership of its CEO, Mr. John Smith, TII has experienced rapid growth and success in recent years.

Mr. Smith is known for his strict style, characterized by centralized decision-making, strict control over operations, and limited employee involvement in the decision-making process. As the sole decision-maker, Mr. Smith maintains tight control over all aspects of the organization, from product development to marketing strategies.

Through his leadership he has contributed to high efficiency and speed in decision-making processes at TII. With Mr. Smith making quick decisions without the need for lengthy consultations, the company can respond rapidly to market demands and technological changes.

There is a clear direction and vision set by Mr. Smith. Employees know exactly what is expected of them, which minimizes confusion and ambiguity in their roles and responsibilities. The centralized decision-making ensures consistency in the execution of strategies and initiatives across different departments. This consistency helps in maintaining the company's brand image and reputation in the market. This has led to a lack of employee engagement and morale. Employees feel disempowered and undervalued, leading to low job satisfaction and high turnover rates. With decisions being made solely by Mr. Smith, there is limited room for creativity and innovation among employees. The organization may miss out on valuable insights and ideas from its talented workforce. The high level of control and micromanagement can lead to employee burnout and stress.

While the above leadership style may have driven performance at Tech Innovations Inc. in the short term, it has also led to challenges such as low employee engagement and limited innovation.

**Required:**

- a) Discuss the leadership style being exercised and its features in the above case study. (10 Marks)
- b) Discuss the five benefits associated with the above leadership style (10 Marks)
- c) Suggest five ways the leadership can be improved (10 Marks)

### QUESTION TWO

- a) Enumerate five ways transformational leadership style differs from the transactional leadership style? (5 Marks)
- b) List Five areas where transactional leadership may be most applicable (5 Marks)

### QUESTION THREE

- a) Propose five key strategies for developing leaders within an organization. (5 Marks)
- b) Discuss how the above strategies contribute to fostering a culture of continuous learning and effective leadership? (5 Marks)

### QUESTION FOUR

- a) Define the term governance (2 Marks)
- b) Discuss any two pillars of Governance (4 Marks)
- c) Explain the role of the Board chair in Corporate Governance (4 Marks)

### QUESTION FIVE

- a) Identify the five challenges likely to be faced by a millennial leader (5 Marks)
- b) Enumerate five trends of leadership practises in the modern-day organizations. (5 Marks)

### QUESTION SIX

- a) Critically discuss the difference between leadership and Headship (5 Marks)
- b) Identify five sources of power in organization (5 Marks)

