



UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/ BACHELOR OF ARTS IN DEVELOPMENT
STUDIES/ BACHELOR OF COMMERCE/ BACHELOR OF
EDUCATION ARTS

UCU 104: FUNDAMENTALS OF LEADERSHIP

DATE: 29TH JULY 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 **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 and answer the questions that follow:

THE TRANSITION AT "MODERN KENYA LOGISTICS" (MKL)

In 2024, Modern Kenya Logistics (MKL), a medium-sized firm specializing in supply chain solutions, faced a critical juncture. For fifteen years, the founding CEO, Mr. Otieno, ran the company with a "command and control" approach. Decisions were centralized; he personally approved every expense over 5,000 KES and dictated daily routes for drivers. While this brought initial stability, the company began losing market share to tech-driven competitors. Employees reported high levels of burnout and felt their creative input was ignored.

Following Mr. Otieno's retirement, the board appointed Ms. Wanjiku, a leader known for her "servant leadership" philosophy.

Wanjiku's first move was to conduct a town hall meeting where she admitted, "I am here to support you, not just to lead you". She immediately introduced a **delegation framework**, allowing regional managers to make operational decisions without headquarters' approval. Furthermore, she shared a new 5-year **vision** focused on "Green Logistics," aiming to reduce the company's carbon footprint by 40%.

However, the transition was not seamless. A group of senior supervisors, accustomed to the old regime, resisted the changes. They argued that "shared influence" was a sign of weakness and that "management" was being sacrificed for "leadership". Rumors of "toxic" behavior by one supervisor emerged, who allegedly intimidated staff members who supported Wanjiku's new values. Wanjiku now faces the challenge of implementing this organizational change while maintaining team cohesion and dealing with ethical friction.

Required:

- a) Distinguish between the "Management" style of Mr. Otieno and the "Leadership" approach of Ms. Wanjiku. Use specific examples from the case to support your answer.

(8 Marks)

- b) Analyze the "Servant Leadership" and "Visionary Leadership" elements Ms. Wanjiku introduced. How do these concepts contribute to the effectiveness of the organization?

(9 Marks)

- c) Using the "Nature of Teams" concept, suggest three strategies Ms. Wanjiku could use to manage the resistance from senior supervisors and build a collaborative team culture.

(8 Marks)

QUESTION TWO

- a) Explain the three primary determinants of leadership: the characteristics of the leader, the follower, and the situation.

(9 Marks)

- b) Outline the essential guidelines for effective delegation. Why do some leaders struggle to delegate tasks?

(6 Marks)

QUESTION THREE

- a) Define "Participative Leadership" and describe three guidelines for its effective implementation within a Kenyan organization.

(9 Marks)

- b) Differentiate between leader behavior categories and why understanding these is essential for a manager in a modern organization.

(6 Marks)

QUESTION FOUR

- a) Identify and explain three key leadership functions that should be performed during formal organizational meetings to ensure productivity. **(7 Marks)**
- b) Explain the role of "Moral Reasoning" in leadership and how it helps a leader navigate "ethical adversity" such as corporate corruption. **(8 Marks)**

QUESTION FIVE

- a) Compare and contrast charismatic leadership and Transformational leadership. Use specific traits and behaviors to illustrate your points. **(9 Marks)**
- b) Define "Strategic Leadership" and explain how political power influences the strategic direction of an organization. **(6 Marks)**

QUESTION SIX

- a) Distinguish between "Functional Teams" and "Cross-functional Teams." Provide an example of when each would be most appropriate. **(8 Marks)**
- b) Discuss the "Toxic Triangle" (destructive leaders, susceptible followers, and conducive environments). How can an organization prevent the rise of a destructive leader? **(7 Marks)**