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UNIVERSITY EXAMINATION

**MAIN EXAMINATION**

2022/2023 ACADEMIC YEAR

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCB 425 E

COURSE TITLE: ORGANIZATIONAL LEADERSHIP

DATE:09/08/2023

TIME:2:00-4:00 PM

**INSTRUCTION TO CANDIDATES**

1. Answer Question **ONE** (Compulsory) and **ANY OTHER TWO** Questions
2. Candidates must hand in their answer booklets to the invigilator while in the examination room
3. Credit is given for legibility, clarity and use of relevant examples
4. Question **ONE** is **30 marks** while Questions 2-5 carry **20 marks** each
5. Clearly write your **Registration Number** on each answer sheet used.

**TIME: 2 Hours**

## QUESTIONS: SECTION A

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### QUESTION ONE (30 MARKS)

- a. Most organizations are governed by a Board of Directors, and the Board serves as part of the leadership of the organization, it is important that this group be highly involved in the change process. Describe **three key benefits** of board involvement in initiating and sustaining change. **(6mks)**
- b. Define strategic leadership. **(2mks)**
- c. Describe three ways in which organization can manage diversity at work place. **(6mks)**
- d. List down 3 essential qualities of effective followers **(3mks)**
- e. Outline three importance of communication in leadership **(3mks)**
- f. Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. Justify the importance of leadership in a nonprofit organization. **(6mks)**
- g. With a practical example, differentiate between legitimate and illegitimate politics in organization **(4mks)**

## QUESTIONS: SECTION B

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### QUESTION TWO

- a. Differentiate between traditional and self-managed teams. **(12mks)**
- b. The type of influence tactic used tends to vary based on the target. For example, you would probably use different influence tactics with your boss than you would with a peer or with employees working under you. With practical example, discuss the four types of **influence** you are

familiar with.

**(8mks)**

### **QUESTION THREE**

- a. Coaching is designed to maximize employee's strength and minimize weaknesses. As means of improving performance, organizations are training leaders to be coaches and this trend is expected to continue because coaching boost performance. Describe seven coaching guidelines necessary for staff. **(14mks)**
- b. Leadership is a process by which an executive influence workers behavior for achievement of specified task. Describe three key leadership characteristics. **(6mks)**

### **QUESTION FOUR**

- a. Hoskisson et al (2004) identify a number of activities that effective strategic leaders and top management teams focus on to contribute to the performance of the organization. Elaborate how strategic leadership impact on strategic management processes. **(14mks)**
- b. Culture is a system of informal rules that spells out how people are to behave most of the time. Deal and Kennedy (1982). Define the following components of culture
- I. Values **(2mks)**
  - II. Norms **(2mks)**
  - III. Artefacts **(2mks)**

## **QUESTION FIVE**

- a. The various leadership styles that exist provide no guidance on the kind of leadership that leaders should offer; they merely reflect what kinds exist. A style tends to contain what a particular leader has learned from other leaders that served as role models, and this style is influenced strongly by this experience. The leadership style also is affected by the purpose or goal of the leaders. Describe five leadership styles you are familiar with **(10mks)**
- b. Discuss five ways in which leaders can develop followership **(10mks)**