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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 2nd August, 2022
Time: 11.30am –1.30pm

KHR 410 - LEADERSHIP AND TEAM BUILDING

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Read the following case study and answer question 1(a) to 1(e).

LEADERSHIP DEVELOPMENT THEORY AND PRACTICE: LEARNING FROM EXPERIENCE

It is hardly news that individual's active involvement is requisite for development in a wide range of areas, going back not just to John Dewey and his advocacy of **hands-on learning** but much further to Confucius, who is quoted as saying, "**I hear and I forget. I see and I remember. I do and I understand.**" Research does, indeed, confirm that active involvement facilitates transfer of training that is, makes it more likely that learners will actually apply what they have learned to another situation – ideally, the work setting.

Leadership development research studies suggest that making application to the work situation part of the development activity significantly increases transfer. Equally important are the elements of time and the practice of feedback cycle. Many researchers support the importance of on-job-experience for effective leadership development. Certain job characteristics that are associated with the development of more effective leadership includes: experiencing a job transition that requires one to handle unfamiliar tasks; creating change and driving workplace transformation; managing boundaries and dealing with external pressures as well as dealing with managing group diversity.

In practice, you may argue that leadership is somehow contagious. However, a core skill in any leaders' tool kit is to be able to change his or her internal state to ensure that the contagion he or she is spreading is positive. There are no two ways about it. How you work, your imprint and your shadow of leadership make the difference. At the best, the shadow of the leaders in your organization can be a competitive advantage. Not all leadership needs to come from the top; you can enjoy the shadow of leadership from any other employee with leadership traits. Hence, the scope of leadership entails: leading yourself, leading the organization, leading the sector and leading the community. The degree to which a leader engages others is the degree to which the leader inspires trust and excitement. It is feelings, not thoughts, which dominate how we make decisions. It is this energy from feelings that can inspire accelerated performance. We see lots of organizations striving to engage their people by trying to tap into their emotions through value statements, even though most people's organizational life is not the espoused values or mission and vision statements.

Required

- a) Highlight three ways in which leaders can improve the feedback cycle in the organization. (6 marks)
- b) “We see most of organizations striving to engage their people by trying to tap into their emotions...” Demonstrate understanding of this statement using Hersey and Blanchard’s situational leadership theory of follower readiness. (6 marks)
- c) Describe the characteristics of transformational leaders according to researchers (6 marks)
- d) Researchers argue that “Leadership is somehow contagious” Highlight some of the skills and competencies of an effective HR leader. (6 marks)
- e) Using examples, describe the scope of leadership as per the excerpt above (6 marks)

QUESTION TWO (20 MARKS)

- a) As Human Resource Manager, one of your key roles and responsibilities is to implement effective incentive plans. Explain what managers can do to make an incentive plan more effective. (10 marks)
- b) “Everything flows and nothing abides; everything gives way and nothing is fixed”. These were the words of Heraclitus. Discuss the various types of change that every leader should be aware of. (10 marks)

QUESTION THREE (20 MARKS)

- a) Using examples, discuss how leaders can apply McKinsey change management model in implementing a change during organizational restructuring process. (10 marks)
- b) Using examples, explain how you can improve the leadership skills of your line and dotted line managers in the organisation. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Linda Dada Foundation has been experiencing high staff turnover, increased staff grievances and lack of team work. This has affected the implementation of their project that focuses on women empowerment. As aspiring Human Resource leader, advise the Project Manager on various types of team-building techniques that can be adopted to enable the team at Linda Dada Foundation work together towards achievement of the organizations vision and mission. (10 marks)
- b) Human Resource Leaders are counselors, mentors and employees’ coach. Discuss how you can prepare for a counseling session for your employee who has been taken through performance improvement programmes without success. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Explain the leadership styles adopted in Path-goal leadership theory and approach. (10 marks)
- b) Examine the main goal of strategic leadership in organisations. (10 marks)