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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DHR 1502: HUMAN RESOURCE DEVELOPMENT
(SPECIAL)

Date: 13TH DECEMBER 2024
Time: 11:30AM-1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

ACCELERATING LEADERS PERFORMANCE

Leadership is somehow contagious! 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 makes 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.

The degree to which a leader engages others, is the degree to which the leader inspires trust and excitement. It is feelings, not thoughts, that 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.

The objectives, leader attributes, nature of the teams, nature of the tasks, , organization culture and Key Performance Indicators (KPIs)/outputs required of them are the things measured and, therefore, the things people pay attention to. But these things don't motivate people to apply their discretionary effort! Only things that shape and elicit people's feelings can do that, and only leaders are capable of creating those things. The creation of a motivational culture is not an outcome of coincidence, it is vital. How you make decisions, how you have conversations, how you direct the actions of those you lead, and how you behave generate a chain reaction in those you lead and can affect their behaviours.

The recent development of organizational ecosystems and the dynamic labour market brings a twist in leadership because of all the contractors and freelancers who have to be led. For example, XYZ company has 45,000 employees worldwide but another 180,000 people outside the company which earn their living developing Apps for XYZ iOS. This means that a whole different kind of leadership is required now! Human resource practitioners must redefine work!

- Explain how transformational leadership style that can accelerate performance described in the modern organizational ecosystem. (10 marks)
- Using examples from the case study, show a clear distinction between a group and a team. (4 marks)
- Discuss the organization climate and culture variables that leaders can embrace so as to create enabling environment for employees to work. (8 marks)
- Using examples from the case study, analyse FOUR the leadership variables. (8 marks)

QUESTION TWO (20 MARKS)

- (a) State **FOUR** guiding principles of Leadership and Integrity as stipulated in the Chapter Six of Kenya's Constitution. (10 marks)
- (b) An organization can be described as a group of people who come together to achieve a specific goal. Groups move through various stages. Discuss. (10 marks)

QUESTION THREE (20 MARKS)

- a) Analyse the characteristics of an organization where a High-performance culture exists. (10 marks)
- b) Using examples, discuss how you can apply McKinsey change management model during organizational restructuring process due to impact compounded by COVID 19 Pandemic. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Using examples, discuss the FIVE types of leadership styles (10 marks)
- b) Explain the leadership styles adopted in Path-goal leadership theory and approach (10 marks)

QUESTION FIVE (20 MARKS)

- a) Analyse the main objectives of strategic leadership (10 marks)
- b) Leaders should possess analytical skills that will enable them identify effective and ineffective groups. He or she should provide constructive feedback to the group members. Explain the difference between effective and ineffective groups. (10 marks)