



Kasarani Campus  
Off Thika Road  
Tel. 2042692 / 3  
P. O. Box 49274, 00100  
NAIROBI  
Westlands Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**FOURTH YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 13<sup>th</sup> August, 2024  
Time: 11.30am – 1.30pm

**KHR 2410 LEADERSHIP AND TEAM BUILDING**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**EFFECTIVE LEADERSHIP AND TEAM BUILDING**

Effective leadership and team building are critical components of success in any organization. A well led team can achieve extraordinary results and foster a culture of collaboration and innovation. Some of the strategies and best practices to enhance leadership and team building skills include: setting clear vision and goals, effective communication, workplace counselling leading by example diversity and inclusion among others. It is also important to note that team building activities such as work-related activities and recreational activities also helps build strong relationships among team members. Effective leadership and team building are at the core of any thriving organisation. A core skill in any HR leaders' tool kit is to be able to change his or her internal state to ensure that the organisation achieves their mission, vision and objectives. How you work, your imprint and your shadow of leadership makes the difference. At the best, the competency and 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 or personality.

This is because, the degree to which a leader engages others, is the degree to which the leader inspires trust and excitement. It is about feelings, not thoughts, that dominate how we make decisions. It is this energy from feelings that can inspire enhanced performance. We see lots of organizations striving to engage their people by trying to tap into their emotions through value creation, positive statements and feedback, even though most people's organizational life is not the espoused values or mission and vision statements. 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 positively or negatively. By implementing HR leadership strategies and continually adapting your leadership approach, you can nurture a high performing team that not only meets but exceeds expectations. Building a strong team requires dedication, patience and a commitment to growth- but the results are well worth the effort.

**Required:**

- a) Highlight any three strategies and best practices that you can adopt to enhance your leadership and team building skills. (3 marks)
- b) Examine how leadership counselling can enhance leadership effectiveness and help build effective teams. (3 marks)
- c) With reference to the case study, explain how various team building activities and techniques help build strong relationships among team members. (6 marks)
- d) Effective leadership is at the core of any thriving business. Explain how bold transformational leadership style can accelerate team performance in modern organizations with diverse workforce. (6 marks)
- e) Using a well labelled diagram, explain how you can apply leader-member exchange theory in forming and motivating effective teams. (6 marks)
- f) Using examples from the case study, examine how leaders cultivate motivational and performance culture through employees' emotions. (6 marks)

**QUESTION TWO (20 MARKS)**

- a) Implementation of contingency pay for various teams can be challenging. Using examples, examine how you can incorporate any FOUR types of team-based incentive plans in your total reward policy. (8 marks)
- b) Justify why an organisation can consider transformational change during implementation of new human resource policies and alignment with the business strategies. (8 marks)
- c) Using examples, explain four types of teams that you are likely to work with in a non-governmental organisation (4 marks)

**QUESTION THREE(20 MARKS)**

- a) Human Resource Professionals are leaders beyond borders! This justifies why human resource management is a coherent and integrated approach to people management. With this perspective in mind, analyse the characteristics of an organization where a High-performance culture exists. (8 marks)
- b) Using examples from organization of your choice, discuss how you can apply McKinsey change management model in implementing during organizational restructuring and turnaround process after a failed market venture in a competitive business environment. (8 marks)
- c) An organization can be described as a group of people who come together to achieve a specific goal. Explain how you can apply the concept of group formation process to demonstrate effective leadership and team building in modern organisations. (4 marks)

#### **QUESTION FOUR (20 MARKS)**

- a) Assume that you are the Human Resource Manager in a Non-Governmental Organization engaging in charitable activities. Explain how value-based team building activities can be used to promote team work and collaboration among the project teams.  
(8 marks)
- b) Organization ABC has experienced perennial performance management and employee relations issues despite having adequate resources. how would you will apply the Path-goal leadership theory in human resource management and as employees advocate at ABC.  
(8 marks)
- c) You team is supposed to formulate the workplace delegation policy to be used by all departments in your organisation. Advice on the key steps or areas to be included in the policy.  
(4 marks)

#### **QUESTION FIVE (20 MARKS)**

- a) Using examples drawn from organizations of your choice, discuss how HR leaders align organizational values and goals to enhance employee productivity and organizational competitiveness.  
(8 marks)
- b) It is evident that HR leaders in most organizations cannot work alone. They have to work with line managers in the formulation and implementation of policies. Explain the specific role of a leader in gaining the commitment of line managers and enhancing their skills so as to achieve organizational objectives.  
(8 marks)
- c) Using examples, explain how communication-based team building technique can be helpful in promoting team work among new teams with all new team members.  
(4 marks)