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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 19th April, 2023
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)

CHOICE OF LEADERSHIP STYLE

There is no such thing as an ideal leadership style. The situation in which leaders and their team's function will influence the approaches that leaders adopt. It all depends. The factors affecting the degree to which a style is appropriate will be the type of organisation, the nature of the task, the characteristics of the group and importantly the personality of the leader. An achievement-oriented approach may be appropriate when expectations of the results the team has to produce are high and team members can be encouraged to rise to the occasion. A task-oriented approach (autocratic, controlling and directive) may be best in emergency or crisis situations or when the leader has power, formal backing and relatively well-structured task. In these circumstances the group is more ready to be directed and told what to do. In less well-structured or ambiguous situations, where results depend on the group working well relationships (democratic, participative or supportive) are more likely to obtain good results.

Good leaders are capable of flexing their style to meet the demands of the situation. Normally democratic or participative leaders may have to shift into more of a directive mode when faced with a crisis, but they make clear what they are doing and why. Poor leaders change their style arbitrarily so that their team members are confused and do not know what to expect next.

Effective leaders may also flex their style when dealing with individual team members according to their characteristics, inculcate a culture of teamwork and teambuilding. Some people need more positive direction than others. Other people respond best if they are involved in decision-making with their boss. But there is a limit to the degree of flexibility that should be used. It is unwise to differentiate too much between the ways in which individuals are treated. The kind of leadership exercised will indeed be related to the nature of the task and the people being led. But it also depends on the context and, of course, on leaders themselves. People who have a natural leadership style that works have to be careful about changing it arbitrarily or substantially. Intelligent organisations have to be run by persuasion and consent. "The heroic leader of the past - *knew all, could do all and could solve every problem*. Nowadays, the post-heroic leader has come to the fore, who asks how every problem can be solved in a way that develops other people's capacity to handle it".

Required

- a) The kind of leadership exercised will indeed be related to the nature of the task and the people being led. Highlight SIX leadership styles discussed in the case study. (6 marks)
- b) Describe the difference between an achievement-oriented approach and task-oriented approach in leadership. (6 marks)
- c) Highlight SIX situational factors that can affect the leadership styles and approaches, and can lead to the adoption of situational leadership. (6 marks)
- d) The factors affecting the degree to which a style is appropriate will be the type of organisation, the nature of the task, the characteristics of the group and importantly the personality of the leader. Examine THREE derailing factors in leadership. (6 marks)
- e) Effective leaders may also flex their style when dealing with individual team members according to their characteristics, inculcate a culture of teamwork and teambuilding. Examine the teamwork processes that leads to success. (6 marks)

QUESTION TWO (20 MARKS)

- a) The organisation culture can affect HRs affiliative leadership style and approach, that seeks to promote positivity, team building and harmonious workplace relationship. Using examples, explain four types of culture that exists in most organisations. (8 marks)
- b) Leading the organizational change should be done in a systematic way. Demonstrate understanding of organizational change using John P. Kotters model, the Harvard Business School Professor. (8 marks)
- c) As the HR leader, enlighten your team on the **FOUR** guiding principles of Leadership and Integrity as stipulated in the Chapter Six of Kenya's Constitution. (4 marks)

QUESTION THREE(20 MARKS)

- a) A workplace where employees ask for help and admit to their mistakes is not a sign of incompetence, but of a supportive leader and culture where people feel safe to take risks, learn and grow. Analyse the characteristics of an organization that inculcates High-performance work culture. (8 marks)
- b) Employee wellness is beneficial to both parties in employment relationship since it leads to higher productivity. Therefore, it is a good practice to include team building policy to complement staff development policy. Using examples, explain **FOUR** team building techniques that you can recommend to your employer. (8 marks)
- c) Performance review is one key role of all HR leaders that should be balanced. Examine the criteria for reviewing employees' performance annually. (4 marks)

QUESTION FOUR (20 MARKS)

- a) Towards advancing the concept of thought leadership, everyone is a leader. Explain some of the approaches that you can adopt to improve the employees leadership skills within the organisation.
(8 marks)
- b) Change is inevitable. The impact compounded by COVID 19 in 2020 forced many organisations to change their strategic direction. Using examples, explain any FOUR types of change that can be adopted by HR leaders during crisis management.
(8 marks)
- c) Groups are not teams. Explain four variables that can convince your members that groups truly differ from teams in various ways.
(4 marks)

QUESTION FIVE (20 MARKS)

- a) The Chief Executive Officer in the organisation you work for will be proceeding on retirement in three months time. As the organisation's Human Resource Manager, you may consider appointing one of the employees considered for promotion to the C-Suite leadership position or start a new executive headhunting process dubbed *#thesearchforCEO*. Analyse the two recruitment options available.
(8 marks)
- b) HR leaders are automatically counsellors by nature and profession. However, successful counseling requires preparation in an ideal situation. Assume that you have been invited to speak at a conference where the audience are human resource managers, line managers, and dotted-line managers. The topic is: preparing for counselling. Provide the 8 steps talking points.
(8 marks)
- c) Organisational culture change is the most challenging type of change to many HR leaders. At the beginning of the year, you held a team briefing session and stated that *"we want to be a company that is constantly renewing itself, shedding the past and adapting to change"*. Examine FOUR reasons to justify a large-scale cultural change within your organisation.
(4 marks)