



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BHRM, DPA

YEAR/SEM: YEAR 1/SEMESTER 2

COURSE CODE: HRM 1201

NAME: LEADERSHIP AND INTERPERSONAL SKILLS

DATE: 2025-04-22

TIME: 9:00AM-12:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A SECTION A IS COMPULSORY

Question 1:

Leadership Challenges in a Growing Company

Emma is a newly promoted team leader at SwiftTech, a growing software company. She was chosen because of her technical expertise, but she has little experience in leadership. Soon after taking the role, she faces several challenges: Some senior employees do not respect her authority and resist her decisions. The team members have conflicts and misunderstandings, affecting productivity. Emma struggles with delegation, as she prefers doing tasks herself rather than trusting her team. Some employees feel unmotivated, as there is no clear communication about company goals. Emma is now under pressure to improve team performance and prove herself as a strong leader. She must find ways to gain respect, improve communication, resolve conflicts, and build a motivated team.

Questions

1. a) Identify and explain three leadership challenges Emma is facing. *(10 marks)*
2. b) Discuss two leadership styles that Emma could use to improve her effectiveness. *(10 marks)*
3. c) Explain why interpersonal skills are important for Emma in managing her team. *(10 marks)*
4. d) How can Emma improve her delegation skills to enhance team performance? *(5 marks)*
5. e) Discuss two strategies Emma can use to resolve conflicts within her team. *(5 marks)*
- 6.

Section B SELECT ANY THREE QUESTIONS IN ALL

Question 1:

- a) What is ethical leadership, and why is it important in business? *(10 marks)*
- b) Discuss any ethical challenges leaders may face and how they can handle them. *(10 marks)*

Question 2:

- a) Differentiate between leadership and management with examples. *(10 marks)*
- b) Explain the factors that facilitate good leadership. *(10 marks)*

Question 3:

- a) Discuss the classic styles of leadership **(10 Marks)**
- b) Explain the behaviors that can bring down a leader **(10 Marks)**

Question 4:

- a) Differentiate between autocratic and democratic leadership styles. *(10 marks)*
- b) Explain why effective decision-making is important for business success. *(10 marks)*

Question 5:

- a) Explain the significance of employee motivation in business performance. *(10 marks)*
- b) Discuss two motivational theories and how they apply in business management. *(10 marks)*

Question 6:

- a) Why is effective communication important for a leader? *(10 marks)*
- b) Explain barriers to effective communication and how they can be overcome. *(10marks)*