



**FACULTY OF BUSINESS MANAGEMENT  
END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: MBA**

**YEAR/SEM: YEAR 2/SEMESTER 1**

**COURSE CODE: MBA 834**

**NAME: LEADERSHIP AND MANAGEMENT SKILLS**

**DATE: 2025-04-22**

**TIME: 2:00-5:00PM**

**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 Answer Question One (Compulsory) and any other three questions from section

### Question 1:

#### Children, Youth and, Families at Risk

Laura is the associate director of a nonprofit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioural health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper-level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

#### Required:

1. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting? (15 marks)
2. What steps could be taken to build staff confidence? (15 marks)
3. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills? (05 marks)
4. Which leadership style do you think a leader would need to be effective in this situation? (05 marks)

## Section B Choose THREE questions from section B

### Question 1:

#### Question 7

- a) Enumerate **FIVE** characteristics of Transactional leadership style.
  - b) Explain **FIVE** challenges associated with delegation of duties.
  - c) Suggest **FIVE** demerits of charismatic leadership in an organisation.
- (Total: 20 marks)

### Question 2:

Question 10

- a) Describe **FIVE** ways in which management may deter unethical behaviour among its employees.
  - b) Discuss **FIVE** biases which affect effective decision making in an organisation.
- (Total: 20 marks)

### Question 3:

Question 13

- a) Describe **FIVE** factors that are reshaping and redefining management in modern day organisations. (10 marks)
- b) Discuss **FIVE** benefits of application of Henry Fayol's administrative theory to a modern organisation. (5 marks)
- c) Analyse **FIVE** factors that have led to a shift towards quantitative thinking and decision making in many organizations. (5 marks)

### Question 4:

Question 7

- a) Enumerate **FIVE** characteristics of Transactional leadership style.
  - b) Explain **FIVE** challenges associated with delegation of duties.
  - c) Suggest **FIVE** demerits of charismatic leadership in an organisation.
- (Total: 20 marks)

### Question 5:

Question 9

- a) Max Weber's model of bureaucracy is based on legitimate and formal system of authority. With reference to this above statement, summarise **FIVE** characteristics of bureaucratic organisations.
  - b) Explain **FIVE** strategies that leaders could apply to increase their leadership influence in an organisation.
  - c) Outline **FIVE** reasons why organisations conduct baseline surveys before implementing a new project.
- (Total: 20 marks)

### Question 6:

Question 6

- a) Explain **FIVE** obstacles to change management.
  - b) Explain **FIVE** situations where McGregor's theory X is least applicable in an organisation.
  - c) Outline **SIX** advantages of functional organisational structure.
- (Total: 20 marks)