INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

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)

Question 2:

Peter Weaver Case Study

Peter Weaver doesn't like to follow the crowd. He thinks groupthink is a common problem in many organizations. This former director of marketing for a consumer products company believes differences of opinion should be heard and appreciated. As Weaver states, "I have always believed I should speak for what I believe to be true."

He demonstrated his belief in being direct and candid throughout his career. On one occasion, he was assigned to market Paul's spaghetti-sauce products. During the brand review, the company president said, "Our spaghetti sauce is losing out to price-cutting competitors. We need to cut our prices!"

Peter found the courage to say he disagreed with the president. He then explained the product line needed more variety and a larger advertising budget. Prices should not be cut. The president accepted Weaver's reasoning. Later, his supervisor approached him and said, "I wanted to say that, but I just didn't have the courage to challenge the

president.”

On another occasion, the president sent Weaver and 16 other executives to a weeklong seminar on strategic planning. Weaver soon concluded the consultants were off base and going down the wrong path. Between sessions, most of the other executives indicated they didn’t think the consultants were on the right path. The consultants heard about the dissent and dramatically asked participants whether they were in or out. Those who said “Out” had to leave immediately.

As the consultants went around the room, every executive who privately grumbled about the session said “In.” Weaver was fourth from last. When it was his turn, he said “Out” and left the room.

All leaders spend time in reflection and self-examination to identify what they truly believe and value. Their beliefs are tested and fine-tuned over time. True leaders can tell you, without hesitation, what they believe and why. They don’t need a teleprompter to remind them of their core beliefs. And, they find the courage to speak up even when they know others will disagree.

Required:

1. What leadership traits did Weaver exhibit? (10 marks)
2. If you were in Weaver’s shoes, what would you have done? (10 marks)
3. Where does courage come from? (10 marks)
4. List your three most important values. (10 marks)

SECTION B

Choose THREE questions from section B

Question 1:

Question 2

a) Define Leadership and distinguish between Leadership and Management. Provide examples to support your answer.

b) Describe **FIVE** factors that are reshaping and redefining management in modern day organisations.

c) Discuss **FIVE** benefits of application of Henry Fayol's administrative theory to a modern organisation.

d) Analyse **FIVE** factors that have led to a shift towards quantitative thinking and decision making in many organisations.

(**Total: 20 marks**)

Question 2:

Question 3

a) Explain **FIVE** limitations associated with management that over rely on micro-environmental factors in decision making.

b) Identify **FIVE** circumstances under which compromise can be used as a strategy in conflict resolutions drawing examples from the course.

c) Discuss with examples, **FIVE** benefits of understanding the conditions under which managers are required to make decisions.

(**Total: 20 marks**)

Question 3:

Question 4

a) Explain **FIVE** challenges encountered by managers during formulation stage of organizational strategic direction.

b) Illustrate **FIVE** different stages of the project life cycle.

c) Explain **FIVE** benefits of segment evaluation before development of marketing information.

(**Total: 20 marks**)

Question 4:

Question 5

a) Discuss **FIVE** ways through which organisations could enhance entrepreneurial development culture amongst employees.

b) Theories of change enhance the likelihood of successful change initiatives by addressing challenges, engaging stakeholders and aligning the organisation with its strategic objectives. With reference to the above statement, describe FIVE roles of theories of change in an organisation.

c) Analyse **FIVE** ways that can be applied by organisations to manage employee performance.

(**Total: 20 marks**)

Question 5:

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**)

Question 6:

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 7:

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 8:

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 9:

Question 8

a) With regards to organisational structures, explain FIVE objectives of departmentalisation.

b) Elton Mayo and his team found a way to improve productivity by creating a healthy team spirit environment between workers and supervisors labelling it “Hawthorne Effect”. In view of the statement above, describe FIVE features of the Hawthorne experiments.

(**Total: 20 marks**)

Question 10:

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 11:

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 12:

Question 11

a) With reference to management:

i. Explain the term “Power”.

ii. Distinguish between “legitimate power” and “reward power”.

b) Examine **FIVE** pricing strategies that an organisation could employ in a competitive market environment.

(**Total: 20 marks**)

Question 13:

Question 12

a) Explain **FIVE** benefits of conflicts in an organisation.

b) Discuss **FIVE** techniques of scientific Management as proposed by Fredrick Taylor.

(**Total: 20 marks**)

Question 14:

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)