INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 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

SECTION A IS COMPULSORY

Question 1:

CASE STUDY QUESTION TWO

To many the word management suggests words like efficiency, planning, paper work, procedures, regulations, control and consistency. Leadership is often more associated with words like: risk taking, dynamic, creativity, change, and vision. To this end Leaders are thought to do the right things where as managers thought to do things right. Leadership as a concept of theory and practice has faced several intellectual dilemmas. Others have argued that one can posses leadership skills without embracing management skills, as others counter argue that without management skills, leadership would be far from realization. There is also conventional argument that although the two sound different, they share the same features as much as human management is concerned.

a. With practical examples distinguish between leadership and management skills (10 marks)

b. Analyze the importance of leadership ethics in an organizational setting(10 marks)

c. Justify why leadership should come first before management (10 marks)

d. Discuss the theories of leadership management (10 marks)

Question 2:

CASE STUDY QUESTION ONE

Leadership and Management skills present a new dynamic dichotomous framework in which contemporary leaders and executive managers blend with management executives to produce a unique service quality product to the final beneficiaries- the people.

Leadership dynamics is the complex interplay of leadership character, behaviors with organizational teams to deliver organizational goals- leading to improved performance and long-term success. On the other hand, managerial dynamics focus on the constant changing factors of production, forces of demand and supply and the interactive inter play within an organization to spark management and performance.

a. Discuss the internal and external leadership and management dynamics known to you(10 marks)
b. Comment on the key leadership skills (10 marks)
c. Comment on the key management skills (10 marks)
d. Comment on the relationship between leadership and management (10 marks)

Question 3:

Distinguish between transactional and transformation leadership (10 marks)

b. With relevant examples, assess the sources of ethical power among leaders (10 marks)

SECTION B

CHOSE THREE QUESTIONS

Question 1:

Discuss the fundamental questions for self management (10 marks)

b. How does discovering oneself strengthen his/her leadership skills(10 marks)

Question 2:

Analyze the importance of work relationship responsibility to leaders 10 marks)

b. What does one need to do to manage his/ her own boss(10 marks)

Question 3:

Examine the features of a supervisory leader(10 marks)

b. Analyze the tenets of leadership building teams (10 marks)

Question 4:

Examine the characteristics of an effective team leader(10 marks)

b. What lessons do you learn from these characterizes (10 marks)

Question 5:

Discuss how an intelligent leader can achieve critical mass in support for a change (10 marks)

b. Analyze the underlying features of an intelligent leader(10 marks)

Question 6:

Assess the characteristics of real change leaders (10 marks)

b. Discuss the typical patterns of leadership(10 marks)

Question 7:

Discuss how effective leaders achieve tasks (10 marks)

b. Comment on the habits of principled new leadership (10 marks

Question 8:

What does new leadership do:

a. As it struggles for honor

b. When he/she is powerless

c. When he/she applies coercion

d. When he/she puts power to utility (20 marks)

Question 9:

How does some one become a leader (10 marks)

b. What does it take to be a leader(10 marks)

Question 10:

Contemporary leadership is all about empowering than serving people, how does one empower the led(10 marks)

b. How does a leader gain trust of the led (10 marks)

Question 11:

Discuss the importance of leadership ethics in a changing global organization(10 marks)

b. Examine the challenges of ethical leadership known to

you (10 marks)

Question 12:

Distinguish between transactional and transformation leadership (10 marks)

b. With relevant examples, assess the sources of ethical power among leaders (10 marks)