INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 2/SEMESTER 2
COURSE CODE: HRM 2204
NAME: LEADERSHIP AND CHANGE MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is a case study and it is Compulsory (40 marks)

Question 1:

Case Study.1

Leadership and Change in Mabira Town Community Initiative

Mabira Town, a small but rapidly developing community in your country, had long struggled with poor waste management and low environmental awareness. Piles of garbage, open dumping, and blocked drainage channels had become common sights, leading to health risks and an unpleasant living environment. In response to these challenges, a local community-based organization (CBO) known as the Mabira Environmental Action Network (MEAN) was formed to tackle the sanitation crisis through a project called the “Clean and Green Initiative.” The project aimed to promote environmental education, organize regular clean-up drives, and encourage community participation in maintaining a cleaner and healthier town.

The chairperson of MEAN, Ms. Grace Nansubuga, demonstrated visionary leadership from the very beginning. She mobilized residents, local business owners, and representatives from the town council to take part in the initiative. To ensure effective coordination, she appointed John Okello, a dynamic youth leader, to head the volunteer team responsible for mobilizing the youth, and Mr. Peter Mwesige, an environmental health officer, to coordinate with local authorities for technical and logistical support.

As the campaign progressed, MEAN encountered a series of challenges. Some residents were reluctant to participate, arguing that they were too busy or unconvinced that the project would make any lasting difference. Others doubted the ability of the CBO to bring about real change, given the failure of previous community projects. The town council initially promised to provide garbage collection trucks and waste bins but delayed fulfilling its commitments due to bureaucratic obstacles. Conflicts also arose among volunteers concerning leadership roles and the distribution of responsibilities, threatening the unity and momentum of the group.

Nevertheless, the campaign succeeded thanks to strong leadership,

teamwork, and strategic communication. Ms. Nansubuga's ability to inspire others, delegate responsibilities, and mediate conflicts kept the team focused and motivated. John Okello encouraged young people through his hands-on approach and commitment, while Mr. Mwesige's coordination with local authorities eventually ensured the delivery of the much-needed logistical support. By the end of the project, sanitation in Mabira Town had improved significantly, and the community had developed a renewed sense of civic pride and environmental responsibility.

The "Clean and Green Initiative" became a shining example for neighboring communities, demonstrating how effective leadership can turn vision into action, unite people behind a shared cause, and bring about meaningful, lasting change.

Questions

1. Define leadership in your own words, and using examples from the case study, explain how leadership was demonstrated by Ms. Grace Nansubuga and John Okello during the "Clean and Green Initiative" in Mabira Town (10marks)

2. Identify and discuss five key characteristics of effective leaders illustrated in the case study, and explain how these characteristics specifically contributed to the success of the "Clean and Green Initiative" undertaken by the Mabira Environmental Action Network (MEAN).

3. Explain why leadership is important in any organization, giving at least four reasons, and, using the case study, describe how leadership helped MEAN overcome challenges and successfully achieve its objectives in the campaign.

4. Define the concept of power and Using relevant examples from the case study, explain how Ms. Nansubuga, Mr. Peter Mwesige, and John Okello exercised different forms of power such as legitimate power, expert power, and referent power to influence others and ensure the success of the "Clean and Green Initiative."

Question 2:

Case Study. 2

Leading Change at Kyoga Fresh Produce Cooperative, Uganda

Kyoga Fresh Produce Cooperative (KFPC), a farmer-owned organization in Jinja District, Uganda, was founded in 2012 to help smallholder farmers access better markets for fruits and vegetables. By 2020, the cooperative faced serious challenges poor record keeping, corruption allegations, declining membership, and delayed payments which eroded trust among members and hurt performance.

In 2021, members appointed **Sarah Nankunda**, a young agribusiness professional from Makerere University, as the new General Manager. She found demoralized staff, poor accountability, and conflicts between the board and management. Many buyers had left due to inconsistent quality. Realizing that the cooperative needed more than administrative control, Sarah focused on rebuilding trust through effective leadership.

She began by setting a clear vision *"To make Kyoga Fresh the most trusted farmers' cooperative in Eastern Uganda."* Sarah promoted participation by involving farmers in decision-making and encouraging youth and women to take leadership roles. She also improved transparency through open financial reporting and digital record systems. To enhance capacity, she worked with NGOs and the Ministry of Agriculture to train farmers on quality standards. Within her team, she empowered staff to innovate and take responsibility.

Sarah's leadership restored confidence and stability in the cooperative. Her success showed that **leadership** is about inspiring and guiding people toward shared goals, while management focuses on organizing and implementing plans. Through integrity, communication, and vision, Sarah strengthened governance at Kyoga Fresh, built accountability, and revived market relationships.

Ultimately, her story demonstrates that effective leadership based on vision, trust, and participation is key to organizational transformation and good governance in Uganda's cooperative sector.

a. Explain how Sarah Nankunda's leadership contributed to restoring trust and improving governance at Kyoga Fresh Produce Cooperative.

b. Identify and describe three leadership characteristics demonstrated by Sarah in the case study.

c. Discuss the relationship between leadership and management as illustrated in the story of Kyoga Fresh Produce Cooperative.

d. What leadership practices introduced by Sarah promoted good governance within the cooperative?

SECTION B

Answer any Three Question

Question 1:

Question One

a. Define *organisational change* and describe the main types of changes that take place in organisations (10marks)

b. Explain how these changes might affect employees and management (10marks)

Question 2:

Question Two

A new manager has been appointed to lead a major change in your organisation, but many employees are resisting.

a. Identify and discuss the key factors that help an organisation successfully implement

change (10marks)

b. Suggest ways the manager can reduce employee resistance and ensure smooth implementation (10marks)

Question 3:

Question Three

a. Define *strategic management* in your own words. As a leader, explain the importance of having a clear vision, mission, and goals in an organisation (10marks)

b. As aleader, explain how poor alignment between vision and organisational processes could lead to failure in change initiatives (10marks)

Question 4:

Question Four

Identify and briefly describe three leadership styles you know, Explain their advantages and Disadvantages (20marks)

Question 5:

Question Five

a. Define *organisational culture* and Explain how leaders can assess and understand the new organisational culture (12marks)

b. Discuss why understanding culture is important before making changes (8marks)

Question 6:

Question Six

Discuss the stages employees normally go through during organisational change.

Analyse the main factors that influence whether employees accept or resist change

(20marks)

Question 7:

Question Seven

a. Define *organisational culture*. Describe the steps involved in assessing or studying a new organisational culture (12marks)

b. Give examples of tools or methods that can be used in cultural assessment (8marks)

Question 8:

Question Eight

a. Briefly explain the main steps of the model. Apply the model to a real organisation to show how it would guide the change process (13marks)

b. Explain why this model is useful for managing change effectively (7marks)

Question 9:

Question Nine

Explain what happens when there is a misalignment between vision and organisational processes. How does misalignment can affect the success of change programs.Suggest solutions for improving alignment (20marks)

Question 10:

Question Ten

Your company is considering starting a Corporate Social Responsibility (CSR) program.
a. Define corporate social responsibility and Analyse the importance of CSR for modern organisations (12marks)
b. Give examples of CSR activities and explain how they can benefit both the company and the community (8marks)

Question 11:

Question Eleven

Using Allport's Big Five Personality Traits (Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism): Discuss how each of these traits can influence a leader's behavior and leadership style. Give examples of how personality differences may affect leadership effectiveness (20marks)

Question 12:

Question Twelve

a. Define ethics and Identify common ethical problems that may occur during change (10marks)

b. Suggest practical solutions to ensure ethical leadership during change (10marks)