KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FOURTH YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 13th December, 2023
Time: 11.30am –1.30pm

KHR 410   - LEADERSHIP AND TEAM BUILDING

INSTRUCTIONS TO CANDIDATES

ANSWER **QUESTION ONE (COMPULSORY)** AND **ANY OTHER TWO** QUESTIONS

QUESTION ONE (30 MARKS)

DIFFERENT PERSPECTIVES AND APPROACHES IN LEADERSHIP

Despite continuing debate on differences between management and leadership, there is a close relationship and it is not easy to separate them as distinct activities. There appears to be an increasing tendency to emphasize the interrelationship between management and leadership and to see them more as synonymous. Many methods of management training can also be used as a means of measuring leadership style. Some people do not accept a distinction between the manager or the leader and they pose these questions: how would you like to be managed by someone who doesn't lead or why would you want to be led by someone who doesn't manage? Frankly, some don't understand what this distinction means in the everyday life of organizations. Sure, learners you can separate leading and managing conceptually. But can we separate them in HR practice? Should we even try to separate them in human resource management practice. Indeed, the debate between leadership and management continues, and usually produces shades of two perspectives, presented here as extremes. A hierarchical relationship with leadership at the top; leadership and management equal in status, but at opposite ends of a continuum. Frankly, there is little evidence to support one view over the other. But there is overwhelming evidence that people like the idea of being a leader. Indeed, this may be the reason why the debate still continues, as it fulfills a need for differentiation. It is evident that there are many ways of looking at leadership and interpretations of its meaning. Leadership might be exercised as an attribute of position, theories or because of personal knowledge or wisdom as well as situations and experience. Leadership might be based on a function of personality or it can be seen as a behavioral category, however, there are limitations – the list of personality traits is very long! It may also be viewed in terms of the role of the leaders and their ability to achieve effective performance from others. Leadership can also be discussed in terms of a form of persuasion or power relationship. It is difficult, therefore to generalize about leadership but essentially it is a relationship through which one person influences the behavior or actions of other people. This means that the process of leadership cannot be separated from the activities of groups and effective team building.

Required:

a) The concept of leadership is understood by many people in different ways as discussed in the case study. Using examples, demonstrate understanding of leadership **(3 marks)**

b) As explained in the case study managerial leadership can be examined in terms of qualities and traits, however, there are limitations. Highlight three limitations of these qualities and traits approach. **(3 marks)**

c) Examine the approaches of leadership discussed in the above case study.

(6 marks)

d) Leadership may also be viewed in terms of the role of the leaders and their ability to achieve effective performance from others. Using examples from the case study, evaluate what leaders do.
(6 marks)

e) Leadership might be exercised as an attribute of position, theories or because of personal knowledge or wisdom. With this concept in mind, explain any three contingency theories of leadership.
(6 marks)

f) The process of leadership cannot be separated from the activities of groups and effective team building. Describe any three team building techniques that promotes group cohesion.
(**6 marks)**

QUESTION TWO (20 MARKS)

a) Using examples, discuss any FOUR types of change that can be adopted by human resource management leaders to facilitate organisational restructuring process. **(8 marks)**

b) The HR leaders are automatically counsellors by nature and profession, explain EIGHT key steps that you will follow when preparing for counselling. **(8 marks)**

c) Groups are not teams! Explain any four factors that clearly shows the differences between groups and teams. **(4 marks)**

QUESTION THREE (20 MARKS)

a) As the organisation's Human Resource Manager, you may consider appointing one of the employees considerred for promotion to the top leadership position or start a new executive headhunting process to recruit a new employee. Identify the best action that you can adopt and support your answer.
(8 marks)

b) Using a diagram, explain the following contingency models of leadership. (**8 marks)**
   i)   Favourability of leadership situation – Fiedler. **(2 marks)**

   ii) Leader-Member Exchange Theory **(2 marks)**

   iii) Path–goal theory – House, and House and Dessler. **(2 marks)**

   iv) Readiness level of followers – Hersey and Blanchard. **(2 marks)**

c) Explain how human resource leaders become authentic leaders. **(4 marks)**

QUESTION FOUR (20 MARKS)

a) Organisational culture change is the most challenging type of change to many HR leaders. Using examples, analyse FOUR reasons to justify a large-scale cultural change within your organsiation.
(8 marks)

b) Performance review is one key role of all HR leaders that should be balanced. Critically examine the criteria for reviewing employees' performance annually.
(8 marks)

c) Using a table, discuss the soft and hard factors of the Mc-Kinsey change management model.
(4 marks)

QUESTION FIVE (20 MARKS)

a) Change is the only constant thing! Discuss how the organisation change takes place in an ideal situation. **(8 marks)**

b) Discuss the four possible cultures that can be found in organizations.
 (8 marks)

c) Describe the following theories and their implications in group and team development.

   i) Group Think Theory in Communication
   ii) The MBTI Theory of Team Building

(4 marks)