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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY  
UNIVERSITY EXAMINATION, 2020/2021 ACADEMIC YEAR  
THIRD YEAR, SECOND SEMESTER EXAMINATION  
FOR THE DEGREE OF BACHELOR OF SCIENCE  
(BUSINESS ADMINISTRATION)**

Date: 16<sup>th</sup> December, 2020

Time: 2.30pm – 4.30pm

**KBA 305 - BUSINESS LEADERSHIP AND STRATEGY**

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**Case Study: MTCR**

MTCR is a leading company in the development and manufacturing of a broad range of custom hardware solutions. The company prides itself and is well known for being refreshingly honest and straightforward in its dealings with customers and employees, and in its ability to deliver difficult projects on time. Sally has been a senior manager at MTCR for four years and leads a team in the custom services area of the company. In a recent 360-degree survey, Sally scored above average (at the 70th percentile) in the competency, Inspires and Motivates Others to High Performance.

David is one of Sally's direct reports who has worked at MTCR for more than nine years and whose historical performance has been excellent. It's generally known among the team that David doesn't have as strong a technical background as most of his colleagues. At the same time it's also well known that he has a very efficient work style and puts in any extra hours needed to meet personal and team goals. Unfortunately, David has had several performance setbacks on the job over the last three months. One of them revolved around some critical missed assignments and late deliveries. Sally had assigned him two projects with some stretch goals that were not easy for David to hit, but had made those assignments specifically to give him development opportunities he had requested. This approach was typical for her, as she generally has a positive approach and displays confidence in her team members. She had worked together with him on his plans, and had checked in regularly with him during the weeks leading up to the delivery dates. Each time she was assured by him that everything was on track. These were very visible failures that ended up impacting the performance of Sally's entire team. The other setbacks were related to workplace confrontations he had at different times with several of his teammates following the missed assignments.

Sally has met often with David during these last few months. She moved quickly to call out his missed responsibilities and improper behavior, wanting to be clear to him and the team that she was holding him accountable for his actions. During her meetings with him, she sometimes downplayed the seriousness of the situations in order to make him feel better about himself. During Sally's coaching meetings with David over the last two weeks, she learned that there are several things that are likely contributing to David's recent performance issues. He shared some personal financial and family issues that clearly have him worried. He's also concerned about some process and role changes on the team that Sally instituted a few months ago that have caused changes in his day-to-day work responsibilities.

- a) Focusing of the characteristics iIdentify the leadership style that is being exercised by Sally. (10 Marks)
- b) In your view what leadership style should Sally use in the circumstances to get David and team to achieve their targets. (10 Marks)
- c) Focusing on the case study above, explain the leadership qualities displayed by Sally. (10 Marks)

**QUESTION TWO (20 MARKS)**

- a) Personality traits in leaders including emotional maturity have a bearing on their performance. Examine the influence of emotional intelligence on leadership. (10 Marks)
- b) Leadership styles have a great impact on the success of the organization. Describe the characteristics of charismatic leaders. (10 Marks)

**QUESTION THREE (20 MARKS)**

- a) Explain the trait and behavioural qualities of effective leaders. (10 Marks)
- b) Evaluate the classical approach to strategy formulation. (10 Marks)

**QUESTION FOUR (20 MARKS)**

- a) Managers must be aware of the many variables within a company's societal and task environment. Describe the components of the internal and external business environment that should be considered in strategy analysis focusing on their interests (10 Marks)
- b) Your team of Managers has been tasked with developing the strategic control system for the company. Analyze the components of the strategic control system that you will consider. (10 Marks)

**QUESTION FIVE (20 MARKS)**

- a) You have been engaged by Tawi Limited as a Manager Operations. You have been tasked with presenting a paper to the board on the need for strategic management. Briefly explain what your presentation will include. (10 Marks)
- b) Explain where strategic thinking starts and ends in an organization for it to gain competitive advantage against its rivals. (10 Marks)