



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

BBA/BCOM

BHR 4404: LEADERSHIP AND TEAM BUILDING

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2016

TIME: 2 HOURS

DATE: DECEMBER 2016

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

- (a) Highlight the key elements of the leadership process. (10 Marks)
- (b) Explain Team members' behavior in the stages of Storming and Norming in Team Development. (10 Marks)
- (c) According to the Attribution Theory of Leadership, there are many ways in which an organization might be negatively impacted by a leader's attributions. How might that organization be positively affected? (10 Marks)

ANSWER ANY TWO QUESTIONS

Question TWO

- (a) Leadership and Management are two distinct but complementary systems. While managers promote stability, leaders press for change. Only organisations that can embrace both sides of that contradiction can thrive in turbulent times" (Kotter, 1995). Explain what you believe are leadership tasks and what are management tasks? (10 Marks)

(b) Explain, using examples, why leaders vary their leadership style in different circumstances. (10 Marks)

Question THREE

(a) Discuss different types of teams an organization can form to achieve effective performance. (10 Marks)

(b) Explain the various methods that can be used to acquire leadership positions. (10 Marks)

Question FOUR

(a) Work teams are an opportunity for employees to learn leadership and team skills. When Are Work Teams Effective? (10 Marks)

(b) A lack of clear performance expectations is cited by employees as a key contributing factor to their happiness or unhappiness at work. Explain how clear Performance Expectations Enable Employee Success. (10 Marks)

Question FIVE

(a) In order for teams to fulfill their intended role of improving organizational effectiveness, it is critical that teams develop into working units. Discuss how an organization can create a Culture of Teamwork. (10 Marks)

(b) Explain barriers to effective delegation (10 Marks)