



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: 21 Oct 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) Explain the evolution of leadership theories (14marks)
- b) What is the great man theory of leadership? Provide a critique to this theory. (4marks)
- c) Describe House's Path-goal theory. (3marks)
- d) According to House's path-goal theory, a leader's effectiveness can depend on certain leadership styles, among them participative and achievement oriented.
Briefly explain these two. (4marks)
- e) Analyze the recent developments in the human profession and motivate the implications of the developments towards the HR profession. (5marks)

QUESTION TWO

- a) Define leadership (3marks)
- b) Give three differences between a leader and a manager (6marks)
- c) Evaluate 3 traits of an ethical leader (6marks)
- d) Outline five characteristics of an effective team leader (5marks)

QUESTION THREE

Write short notes on:

- a) Leader-member Exchange Theory (5marks)
- b) Trait Theory of Leadership (5marks)
- c) Transactional Leadership Theory (5marks)
- d) Transformation Leadership Theory (5marks)

QUESTION FOUR

Despite remarkable progress over the last hundred years, women in the 21st century still face unique challenges in educational, career, social and political arenas. However, there are many women in leadership positions today than ever before.

- a) Assess how gender and other factors influence women's leadership styles (4marks)
- b) Discuss three characteristics that distinguish women leaders from men leaders (6marks)
- c) Propose five challenges facing women in leadership roles (10marks)

QUESTION FIVE

- a) Kennedy is a hospital administrator at a medical facility. He is not satisfied with way things are going on in the hospital. He therefore commissions a human resource consultant to conduct a customer satisfaction survey and report on the findings. One of the striking findings from the consultant's report is that patients' satisfaction rate is 45% and staff morale is at its lowest. He decides to plan and initiate changes that will push for a turnaround in the condition of the hospital. His supervisor-the chief executive officer- advised him to call for a staff meeting as a matter of priority. How would this help? (5mark)
- b) Kennedy decides to focus on both the quality of services rendered to the patients as well as welfare of staff. Which management style in Blake and Mouton's managerial/leadership grid does he adopt? Explain. (5marks)
- c) Analyze advantages of Blake and Mouton's Managerial/ leadership grid (5marks)
- d) Explain five strategies Kennedy may employ to create a culture of teamwork in the hospital. (5marks)