



TECHNICAL

UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATION FOR:

BACHELOR OF BUSINESS OFFICE MANAGEMENT

BOM 4306: LEADERSHIP AND MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: AUGUST 2025

TIME: 2 HOURS

DATE: Pick Date Select Month Pick Year

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** and any other **TWO** questions from this paper.

Do not write on the question paper.

QUESTION ONE (COMPULSORY)

- a) Outline and elaborate on FOUR essential qualities that define an effective leader? **(8 marks)**
- b) Discuss the THREE core elements of Kurt Lewin's Change Model and their relevance in organizational change management? **(6 marks)**
- c) The behavior demonstrated by leaders is shaped by a variety of influencing factors. Identify and explain the key factors that contribute to different leadership styles? **(8 marks)**
- d) Transformational leadership aims to empower individuals and cultivate change. Discuss the FOUR key components of transformational leadership that enable these objectives? **(8 marks)**

QUESTION TWO

- a) Describe TWO different leadership styles that a manager may adopt within an organization and provide examples of contexts in which each style may be effective? **(8 marks)**
- b) Discuss the key factors that must exist within an organization to support the empowerment of employees and examine how empowerment contributes to organizational success? **(12 marks)**

QUESTION THREE

- a) Outline the systematic process that managers utilize for effective decision-making within organizations? **(14 marks)**
- b) Explain the types of personal power as classified by French and Raven (1959) and discuss the possible reactions and outcomes from their application within an organization? **(6 marks)**

QUESTION FOUR

- a) Identify and describe FOUR important characteristics that contribute to effective persuasion in a leadership context? **(8 marks)**
- b) Examine SIX human factors that enhance managerial effectiveness and discuss how these elements influence leadership success? **(12 marks)**

QUESTION FIVE

- a) Describe Schein's SIX steps to culture change and analyze their importance in transforming organizational culture? **(12 marks)**
- b) Differentiate between programmed decisions and non-programmed decisions by contrasting their characteristics? **(8 marks)**