



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**

P.O. Box 62157

00200 Nairobi - KENYA

Telephone: 891601-6

**MAIN EXAMINATION**

**JANUARY – APRIL 2019 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA REGULAR / EVENING PROGRAMME**

**CMM 615: LEADERSHIP AND PERSONAL SKILLS DEVELOPMENT**

**Date: APRIL 2019**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer any THREE Questions**

- Q1. a) Nowadays, women and leadership can be explained by leadership labyrinth. Understanding this leadership labyrinth revolves around three basic explanations. Discuss each explanation by giving your own examples. **(10 marks)**
- b) Model of servant leadership provides a framework for understanding its complexity. Discuss any two of the of the variables in detail. **(10 marks)**
- Q2. Hilda has been elected president of the student council at CUEA. She likes the Council members and they seem to like her. Her first job is to develop a new policy for student computer fees. There are no specific guild lines for what should be included in the policy. Moreover, Hilda has not control over how they work and has no way of rewarding or punishing them. In a leadership course of cmm615, she filled out the PLC questionnaire and her score was 101.
- a) Describe the leadership styles according to Fiedler. What is the leadership style of Hilda? **(10 marks)**
- b) Describe the leadership situations according to Fiedler. What is the leadership situation of Hilda? **(10 marks)**
- Q3. a) What are the dimensions of emotional intelligence and justify its importance. **(10 marks)**

Elizabeth got a promotion to be a department head of a new regional office. In getting to know her departmental staff, she noticed that Phyllis is inexperienced employee and not following through on assigned tasks. She is enthusiastic about her new job and wants to get ahead in the organization.

- b) Where does Phyllis fall in her development level and what leadership style would you apply and why? **(10 marks)**
- Q4. a) Transformational leaders are distinguished from other leaders on four factors. Discuss each factor precisely. **(10 marks)**
- b) Leadership making promotes partnerships in which leaders try to build effective dyads with all employees in the work unit. This leadership making has phases. Discuss each phase in detail. **(10 marks)**

**\*END\***