



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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

**MAIN EXAMINATION**

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**AUGUST - DECEMBER 2016 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA REGULAR PROGRAMME**

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

**Date: DECEMBER 2016**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer Question ONE and ANY OTHER THREE Questions**

- Q1. i) XYZ is a Company with thousands of workers that has seen sales drop in each of the past five years. The president of the company steps down and a new president is installed. Several years later, the company makes a profit, and everyone hails the new president as the reason for the improvement. Moreover, Hambrick and Mason (1984) argued that the success and failure of business is attributed to leadership. If the leader was the major cause of the changes in performance, why was the leader for XYZ successful? Discuss it using the leadership theories or models? **(10 marks)**
- ii) Personality type determines whether a person can be a leader or not. Discuss it using personality ABCD theories and The Myers-Biggs Type Indicator model **(10 marks)**
- Q2. i) Evaluate the leadership style of your leader using Fiedler contingency model. What do you like to advise him/her? Why? **(10 marks)**
- ii) Using practical example, discuss the importance of Leadership and Personal Skill Development unit in strategic management? **(10 marks)**
- Q3. i) Discuss the role of emotional intelligence on leaders' effectiveness using mixed emotional intelligence model? **(10 marks)**

- ii) Discuss using a model how to manage the power distribution among the top management team in your organization. **(10 marks)**
- Q4. John Maxwell argued that the five levels of leadership model is the best leadership model than the other models or theories of leadership. Do you support him? Why? **(20 marks)**

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