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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR THREE**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 380**

**COURSE TITLE: PRINCIPLES OF ORGANIZATIONAL LEADERSHIP**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 08/04/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

Leadership is the art of influencing people to attain group objectives willingly. What a minister does in his State, a captain does on the playground, the manager has to do in his organisation. Leaders in all walks of life should have some basic qualities. They should be able to establish contact with their equals, deal with their subordinates and guide them, mediate in conflicts, resolve issues by weighing various alternatives, allocate scarce resources properly and take risks and initiatives.

The environment in which a leader is placed is important. The organisational culture, the economic and social set-up, the extent of unionisation and other factors may demand different types of leaders in different situations. A task-oriented leader, for instance, may be more successful in situations which are either very favourable or very unfavourable to him, while a relations- oriented leader may be more effective in intermediate situations.

1. ‘The environment in which a leader is placed is important’. Discuss the role played by organizational environment in making or breaking a leader. (8marks)
2. ‘A task-oriented leader, for instance, may be more successful in situations which are either very favourable or very unfavourable to him, while a relations- oriented leader may be more effective in intermediate situations’ Discuss. (10 marks)
3. According to George R. Terry, “Leadership is a relationship in which one person influences others to work together willingly on related tasks to attain what the leader desires.” Discuss. (6 marks)
4. Explain citing relevant examples three factors in leadership (6 marks)

**QUESTION TWO**

1. According to Koontz and O’Donnell, “Leadership is the process of influencing people so that they will strive willingly towards the achievement of group goals.” Discuss five principles of leadership as proposed by Koontz and O’Donnell. (10 marks)
2. Under the Traits or Person-oriented approach, emphasis is on characteristics or qualities of leader. Write short notes on the person-oriented approach to leadership (6 marks)
3. Distinguish the concept of leadership from the concept of management. (4marks)

**QUESTION THREE**

1. Discuss FIVE characteristics a leader should have to provide good leadership (10marks)
2. Modern leaders are expected to play multi-dimensional roles in organizations. Describe five multi-dimensional methods used by modern leaders. (10marks)

**QUESTION FOUR**

1. Discuss FIVE different types of decision making in organizations (10marks)
2. Explain the emerging issues in the field of leadership (6marks)
3. Differentiate between transactional and transformational leadership (4marks)

**QUESTION FIVE**

1. Leadership development is an important and a recent issue in the field of management practices. Basically, it involves developing those qualities and attitudes in managers which help them to look into the future and to bring necessary improvement pertaining to different leadership styles. Discuss the ingredients to leadership development with relevant examples. (10marks)
2. Describe the behavioral leadership theory (10Marks)