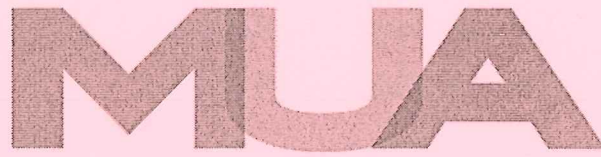


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF ARTS IN LEADERSHIP AND
MANAGEMENT

BML 302/BML 401: CONTEMPORARY ISSUES IN LEDEARSHIP

DATE: 3rd DECEMBER 2021

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

DENTIST SPECIALIZED SOFTWARE

Mweni owned and operated a consultancy business, specializing in working with dentists. Her business was founded when she put together a basic software program to help manage her husband's business. When other dentists asked if they could buy the software for their own use, Mweni seized the business opportunity.

Mweni ended up employing six staff developing and selling specialised software to hundreds of dentists. Together with training them on its use, Mweni found herself struggling to keep up with the demands of a dynamic evolving business as well as maintaining satisfied staff. Mweni's real business break however, came when she employed Musamali, as her chief software developer. Musamali had the ability to build unbreakable, user-friendly software that met and exceeded client expectations. He was also skilled in effectively managing the firm's other employees. He kept them on track and project focused. With Musamali in charge, software projects were consistently coming in on time and on budget. Mweni acknowledged Musamali's vital contribution to the firm's ongoing success, and remunerated him accordingly. Like many technology based businesses, Mweni's firm had few physical assets, as the key assets walk out the door each evening. If they did not return, the business would be in trouble.

Mweni started asking herself, what might happen to the business if Musamali was no longer there? What if he was enticed away by a rival business or he decided to go off and start his own business, using the contacts he has established while with her? Mweni introduced to Musamali an employment agreement that secured his loyalty by providing him an option to purchase a share of the business. However, they both started to consider how the business would be affected if Musamali died suddenly, or was unable to work again because of accident or illness?

After discussing the matter with her professional advisers, Mweni discovered how Key Person Insurance could help to protect her business. After much investigation, a

policy was found that protected the business from events outside either Mweni or Musamali's control, namely Musamali's death or his temporary or permanent incapacity. In this case, key person cover for Musamali turned out to be a very wise move. Although maintaining a high level of personal fitness, Musamali was unfortunately struck down with an illness that incapacitated him for over 12 months. The policy provided the business with a financial cushion to help meet the extra costs of employing a temporary business manager and another software developer, together with covering the loss of profits arising from his lengthy absence.

As a Director and owner, Mweni and her husband make all key decision and have to date not set up a Board of Directors to assist in the running of the company.

REQUIRED:-

- a) Explain if you think Mweni has effectively covered her plan for the sustainability of the company having identified Musamali as a key position to the company's succession plan. **(10 Marks)**
- b) Examine With specific points, whether Mweni and her husband should put in place a Board of Directors and support your answers with the advantages of your opinion. **(10 Marks)**
- c) Recommend some of the best practices for talent assessment that Mweni can begin utilizing within the company to enhance talent management and succession planning. **(5 Marks)**

QUESTION TWO

- a) The path to exceptional leadership is a personal and individual journey. Discuss. **(5 marks)**
- b) Explain task versus people dimension of leadership. **(6 marks)**
- c) Enumerate four elements of high performance leadership. **(4 marks)**

QUESTION THREE

- a) Describe your understanding of leadership based on post-industrial perspective. **(4 marks)**
- b) Contrast Transactional leadership and Transformational leadership. **(6 marks)**
- c) Mentoring relates primarily to the identification and nurturing of potential for the whole person. As a mentee explain six important roles for you to keep in mind during mentorship program. **(5 marks)**

QUESTION FOUR

- a) Explain basic assumptions of trust. **(7 marks)**
- b) Describe the four facets of emotional intelligence. **(8 marks)**

QUESTION FIVE

- a) Corporate governance failures have resulted in massive problems faced by the companies over the years. Explain five outcomes of poor corporate governance an organization will experience. **(5 marks)**
- b) Managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level. Discuss how an organization can strategies to prevent future conflict. **(10 marks)**

QUESTION SIX

- a) Illustrate the role of culture in an organization. **(6 marks)**
- b) Evaluate ways through which entrepreneurs spots opportunities. **(9 marks)**