



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION DECEMBER-2019

EXAMINATION FOR THE DEGREE OF BACHELOR OF CO-OPERATIVE & COMMUNITY DEVELOPMENT

UNIT CODE: CMCC 2403

UNIT TITLE: LEADERSHIP & CHANGE MANAGEMENT

DATE: DECEMBER, 2019

TIME:

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **TWO** questions

QUESTION ONE

Laura is the associate director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building program the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they also suffered high staff turnover. Two directors, their key research staff and one staff person from the finance department have left. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioural health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available. As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

Read the above and answer the following questions;

- (a) Explain how Laura can most effectively use both management and leadership skills in her role as associate director (10 marks)
- (b) Identify & explain any FIVE steps that can be taken to build staff confidence (10 marks)
- (c) Which leadership theory and leadership style would a leader need to be effective in this situation? Fully describe justifying your choice(s) (10 marks)

QUESTION TWO

- (a) Identify and explain any FIVE characteristics of leadership (10 marks)
- (b) Explain any FIVE fundamentals of leadership (10 marks)

QUESTION THREE

- (a) Most organizations are highly structures and have clear lines of authority, however, they still need leadership. Explain FIVE reasons why leadership is necessary (10 marks)
- (b) Explain any FIVE roles likely to be played by the board of Directors in Changing process (10 marks)

QUESTION FOUR

- (a) Explain ways of which a leader can resolve conflict as they occur at work place (10 marks)
- (b) Identify and explain any FIVE sources of power inherent within an organization (10 marks)

QUESTION FIVE

- (a) Identify and explain FIVE ways through which a manager can minimize resistance to change amongst the employees (10 marks)
- (b) Explain FIVE basic leadership development components that might be considered in developing or modifying leadership initiatives within an organization (10 marks)