



UNIVERSITY EXAMINATIONS: 2025/2026
EXAMINATION FOR THE DEGREE OF BACHELOR OF
BUSINESS LEADERSHIP
BUS 2133
BUSINESS LEADERSHIP 1
END TERM EXAMINATION

DATE: APRIL, 2026

TIME: 3 HOURS

INSTRUCTIONS: Question One is Compulsory, Choose Three Other Questions

SECTION A (COMPULSORY)

QUESTION ONE (30 MARKS) – CASE STUDY (COMPULSORY)

Case Study: Leadership at Nexus Manufacturing Ltd

Nexus Manufacturing Ltd is a medium-sized manufacturing firm that has operated successfully for over 15 years. Recently, the organization has experienced declining productivity, low employee morale, increased staff turnover, and ethical complaints related to favoritism in promotions.

The Managing Director, Mr. Kamau, is highly task-oriented and believes strict supervision and tight control are the best ways to achieve results. Decision-making is centralized, and employees are rarely consulted. As the organization expanded into regional markets, Nexus encountered cultural diversity challenges, resistance to change following the introduction of new production technology, and conflicts between managers and employees.

The Board has hired you as a leadership consultant to assess the leadership challenges at Nexus Manufacturing Ltd and recommend appropriate leadership approaches to restore performance and sustainability.

Required:

- a) Explain two leadership theories that best explain Mr. Kamau's leadership style. (6 marks)
- b) Analyze three leadership challenges faced by Nexus Manufacturing Ltd as highlighted in the case. (6 marks)
- c) Using relevant leadership theories, explain how leadership could improve employee motivation and morale at Nexus Manufacturing Ltd. (6 marks)
- d) Discuss three effects of centralized decision-making on employee performance and organizational effectiveness at Nexus Manufacturing Ltd..(6 marks)
- e) Recommend three leadership strategies that would support successful technological and cultural change in the organization. (6 marks)

(ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION)

QUESTION TWO (10 MARKS)

- a) Explain one classical management theory and show its relevance to leadership practice in organizations today. (5 marks)
- b) Describe three roles of leadership in improving organizational performance in a competitive business environment. (5 marks)

QUESTION THREE (10 MARKS)

- a) Discuss three factors that influence leadership emergence in organizations. (6 marks)
- b) Explain two leadership skills required for effective team leadership. (4 marks)

QUESTION FOUR (10 MARKS)

- a) Explain organizational culture and outline two its key components. (4 marks)
- b) Explain three ethical leadership challenges faced by business leaders in contemporary organizations. (6 marks)

QUESTION FIVE (10 MARKS)

- a) Explain three characteristics of visionary leaders. (6 marks)
- b) Describe two change management models used in leading organizational change. (4 marks)