**BCM203/BUS2133: BUSINESS LEADERSHIP I ONLINE EXAM**

**DATE: TUESDAY 29TH JULY 2025** **TIME: 8.00-11.00AM**

**ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS**

***QUESTION 1*** ***COMPULSORY*** ***(10 MARKS)***

(a) Read the case study below and answer the questions (i), (ii) and (iii).

**Mini-Case Study: The Supply Chain Shortcut**

Mwangi is the Head of Procurement for "Agri Harvest," a company that sources agricultural products from local farmers across Kenya. Agri Harvest prides itself on fair trade practices and sustainable sourcing. Recently, a major international client, "Global Grocer," placed an enormous order, demanding a faster-than-usual delivery schedule for a perishable product.

A new supplier, "Rapid Supply," offers to meet the deadline by sourcing the produce more quickly, but Mwangi's team discovers Rapid Supply uses questionable labor practices (underpaying workers and unsafe conditions) and environmentally dubious farming methods. Using Rapid Supply would significantly reduce costs and ensure the Global Grocer contract is met, securing a huge bonus for Mwangi's department and positive recognition for Agri Harvest.

Mwangi's team is excited about the potential bonus and is pushing him to approve Rapid Supply, arguing that "everyone does it" and "it's just a one-off for a big client."

(i) Identify the integrity dilemma that Mwangi faces. **(2 Marks)**

(ii) Explain the conflicting pressures that he is experiencing. **(2 Marks)**

(iii) Describe how Mwangi's decision, whether he approves or rejects Rapid Supply, will impact his integrity as a leader and the culture of Agri Harvest in the long run. **(2 Marks)**

(b) Bob has been cited as a bad business leader having run down three institutions that he was in charge of. Discuss **TWO** traits that such a leader possesses. **(4 Marks)**

***QUESTION 2*** ***(10 MARKS)***

(a) Karl Max was a charismatic leader. Explain **TWO** characteristics that are commonly associated with such leaders. **(4 Marks)**

(b) As a newly appointed team leader in a fast-growing tech startup, you observe that your team members are highly skilled and enthusiastic but sometimes struggle with prioritizing tasks and aligning their individual efforts with the company's overall strategic goals.

Explain the leadership style you would adopt, and the steps you would take to address these specific challenges. **(6 Marks)**

***QUESTION 3*** ***(10 MARKS)***

(a) Explain, citing a relevant example for each, **TWO** types of leadership diversity. **(4 Marks)**

(b) Discuss **THREE** importance of integrity as a characteristic of effective business leadership. Provide specific examples of how a leader lacking this characteristic might negatively impact an organization. **(6 Marks)**

***QUESTION 4*** ***(10 MARKS)***

(a) John C. Maxwell defines leadership as influence, nothing more, nothing less. Discuss this statement. **(4 Marks)**

(b) (i) Differentiate between task-oriented leadership behavior and relationship-oriented leadership behavior. **(2 Marks)**

(ii) Discuss when each might be more effective, providing a specific example for each. **(4 Marks)**

***QUESTION 5*** ***(10 MARKS)***

(a) Ethics is a vital ingredient of leadership. Based on this statement, discuss **TWO** elements that define ethics in leadership. **(4 Marks)**

(b) (i) Explain **TWO** influencing tactics commonly used by leaders. **(4 Marks)**

(ii) For each tactic above, provide a situation where its use would be appropriate. **(2 Marks)**

***QUESTION 6*** ***(10 MARKS)***

(a) Martin Luther King Junior has been cited as one of the greatest charismatic leaders of his time. Explain **TWO** components that make up such kind of a leader. **(4 Marks)**

(b) Lewis took over the leadership of Annex Limited during a crisis period. Advise him on **THREE** attributes of an effective leader during a crisis. **(6 Marks)**

**End of Exam**