

The Co-operative University of Kenya
END OF SEMESTER EXAMINATION DECEMBER-2018
EXAMINATION FOR THE DEGREE OF BACHELOR OF
CO-OPERATIVES AND COMMUNITY DEVELOPMENT

UNIT CODE: CMCC 2403
UNIT TITLE: LEADERSHIP AND CHANGE MANAGEMENT

DATE: DECEMBER, 2018

TIME:

INSTRUCTIONS:

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

Read the case study below and answer all the questions

Many great leaders have led companies to growth and prosperity in various ways with different styles. In the technology sector, Steve Jobs is one of the most celebrated leaders. Steven Levy stated that Steve Jobs was the most passionate leader one could hope for, a motivating force without parallel (Markoff, 2011). His Leadership, defined by his personality and traits, could be observed and evaluated from the perspective of several models and theories.

Jobs's leadership characteristics are especially evident, as he came back to Apple in 1996, when the company was in dire straits. He said that if Apple did not get the attention it needed, it could eventually die (Kahney, 2006. p 1). Currently, because of the leadership of Jobs, Apple is one of the leaders of innovations in the technology sector and one of the most esteemed brands (Myall, 2013). Jobs has played an active role that has shaped Apple into the technology giant that it is today,

When studying a leader, it is important to look into his or her upbringing, as this may greatly influence future decisions, personality, and traits. Steve Jobs was born in San Francisco, in 1955, to undergraduate parents, whom were unable to care for him and, consequently, put him up for adaption (Kahney, 2008, p 5). The Jobs family adopted and raised him in Mountain View, California, where Steve Jobs initially fell in love with assembling electronics, particularly TVs (Kahney, 2008, p 5). Jobs attended Reed College but, quickly becoming bored, dropped out and continued to unofficially take a few courses that had interested him, such as calligraphy (Kahney, 2008, p6). Not long afterwards, Jobs acquired a job at Atari and, when obtaining enough money, set off on a trip to India in search of enlightenment (Kahney, 2008. p 6). Upon returning to California, Jobs met Steve Wozniak and together created Apple at Jobs's parents' house (Kahney, 2008, p 6). Apple immediately took off and, within a few short years, Jobs was a multimillionaire. Not long after, in 1985, Jobs left Apple secondary to a power struggle with then CEO John

Sculley (Kahney, 2008, p 7). Jobs subsequently founded NeXT, a software company, and acquired Pixar, which became widely successful (Kahney, 2008, p 8). And, after 11 years away from Apple, he returned as interim CEO, in 1996 (Kahney, 2008, p 8).

Jobs acquired a foothold back at Apple because it was in financial trouble, on the brink of bankruptcy. Then CEO, Gil Amelio, was looking for a new operating system to try and revamp Apple. This was a shining opportunity for Jobs to pitch his NeXT company. After speaking with Amelio, Amelio thought that this would be a step in the right direction for Apple, and acquired the company for \$427 million, reintroducing himself back at Apple (Kahney, 2008, p 19). Right before Jobs arrived, Apple was six months away from bankruptcy and the turnaround that Jobs was able to achieve, while at Apple, is known as one of the greatest comebacks in business history (Kahney, 2008, p.8).

QUESTION ONE

- a) Assess Steve Jobs's leadership under the following models as depicted in the above essay.
- i) Myers- Briggs Type Indicator (4marks)
 - ii) Fiedler's contingency model (4marks)
 - iii) Trait Theory (4marks)
 - iv) Vroom- Jago Model (4marks)
- b) "Leaders are born or made", Discuss this statement highlighting the variables in each case. (6marks)
- c) Explain the merits and demerits of team building to an organization of your choice (8marks)

QUESTION TWO

- a) Louis a CEO at Eleanor's Company proposes a change in standard operations to manufacture her company's products in a more efficient and profitable way. This change may require employees to adapt their work hours and shifts. If the new operating procedures are successful, Louis promises the employees a quarterly bonus.
Using Kotler and Schlesinger's model, discuss Six strategies for accomplishing change. (12marks)
- b) Discuss the following emerging issues in leadership across the globe
- i) Nepotism (2marks)
 - ii) Corruption (2marks)
 - iii) Complacent (2marks)
 - iv) Profit- oriented (2marks)

QUESTION THREE

- a) Discuss extensively Five leadership styles used across the globe giving examples of leaders in each case. (20marks)

QUESTION FOUR

- a) Differentiate between Leaders and Managers with examples in each case (10marks)

- b) Explain the role of organizational development and transformation in one of the parastatals in Kenya. (10marks)

QUESTION FIVE

- a) Explain the role of a Leader in change management process (10marks)
- b) “On a fine morning, your community having assessed the current leadership in the ward decides ‘*enough is enough*’ and would like to nominate a new and young leader.” As a student of leadership class, prepare a speech to educate the community on the characteristics and qualities of a leader to be. (10marks)