



**SCHOOL OF COMMUNICATIONS, MEDIA & PERFORMING ARTS**  
**DEPARTMENT OF STRATEGIC AND ORGANIZATIONAL**  
**COMMUNICATION**

COM 618X: Communication & Leadership

**MAY 2019 SEMESTER:**

**FINAL EXAMINATION**

**TWO HOURS**

**INSTRUCTIONS:**

Answer any **FOUR** questions.

The exam is 2 hours long.

All questions carry equal marks.

All university exam regulations apply:

Switch off your mobile phones.

1. By use of some deep insight you may have drawn from the discussions in COM 618 class this semester, and from your own private readings, critically examine the following hypothetical leadership scenario, discussing how leaders can effectively utilize communication principles or skills to let their organizations and teams achieve some desired level of greatness. Use relevant, practical examples where necessary.

*Leadership Scenario:*

You have been appointed to a senior leadership position in an organization you have for long desired to work for.

You are also aware that effective leadership is a matter of applying good communication techniques or skills. And your over-riding concern is to leave a good service legacy in a decade's time, when your contract with the organization is scheduled to expire. Discuss. (25 Marks)

2. In many organizations, some team members often believe that frequent meetings are not only unnecessary for organizational success but are also time wasting.

In light of the claim (above), highlight the role of structured committee meetings in organizations. In your discussion, include the main purpose for committees and the ingredients for good organizational leadership. (25 Marks)

3. In many evolving democracies, like Kenya, "integrity" in public service has become a common, buzz word. Yet, the culture of corruption is still rampant in these countries despite high sounding national legislative statements on paper -- the latter-mentioned documents being meant to address the moral challenge. Discuss. (25 Marks)

4. Discuss Daniel Goleman's attributes of competencies in his Emotional Intelligence Theory. Relate these to an effective conflict resolution mechanism, giving examples where possible. (25 Marks)

5. Explain

a) Stephen Covey's "First Things First" leadership/management technique. (11 Marks)

b) By use of relevant examples explain, in detail, any seven benefits of good time management. (14 Marks)

6. In many organizations, small or large, conflict is inevitable. Basing your arguments on three types of conflict, expound on potential positive outcomes of organizational conflict. Cite relevant examples. (25 Marks)