



GARISSA UNIVERSITY

**UNIVERSITY EXAMINATION 2017/2018 ACADEMIC YEAR THREE
FIRST SEMESTER EXAMINATION**

SCHOOL OF BUSINESS AND ECONOMICS

FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 380

COURSE TITLE: PRINCIPLES OF ORGANISATION LEADERSHIP

EXAMINATION DURATION: 3 HOURS

DATE: 11/12/17

TIME: 09.00-12.00 PM

INSTRUCTION TO CANDIDATES

- **The examination has SIX (6) questions**
- **Question ONE (1) is COMPULSORY**
- **Choose any other THREE (3) questions from the remaining FIVE (5) questions**
- **Use sketch diagrams to illustrate your answer whenever necessary**
- **Do not carry mobile phones or any other written materials in examination room**
- **Do not write on this paper**

This paper consists of THREE (3) printed pages

please turn over



QUESTION ONE (COMPULSORY)

KILIMA MBOGO LTD

Kilima Ltd is regarded as the best employer in the country. Its culture embraces diversity, career development, knowledge management and work life balance. Kilima specializes in clothing and textile industries alongside its subsidiaries within the east African region. Currently, Kilima Ltd intends to have a vibrant career development program as one of its Motivation strategies.

A new branch will be opened next in Rwanda. This will start by hiring graduate trainees from Kenya, Uganda, Tanzania, Rwanda, Ethiopia and Burundi for a period of two years in preparation for posting to management position in upcoming firms.

Required:

QUESTION ONE

- (a) Discuss the factors influencing Kilima's organization culture of diversity, career development, knowledge management and work life balance. [5 marks]
- (b) Describe the stages of career development that Kilimambogo Ltd is likely to be following [10 marks]
- (c) Describe the management challenges that Kilimambogo Ltd would face in the administration of its branches. [10 marks]

QUESTIONS TWO

- (a) Unity of command and unity of direction as principles of management. Critically establish the difference between the two. [10 marks]
- (b) Describe the political tactics being employed in organizations [5 marks]

QUESTION THREE

- (a) Describe the group formation process in organizations [10 marks]
- (b) Explain the various sources of power within an organization [5 marks]



QUESTION FOUR

- (a) Explain the causes of political behavior in an organization. **[10 marks]**
- (b) Dominant culture that develops in an organization is primarily the product of aims and methods of its founders. What are the sources of dominant culture in an Organization **[5 marks]**

QUESTION FIVE

- (a) Leadership and management tend to work hand in hand in the administration of an organization. Discuss this in relation to its effects in an organization. **[10 marks]**
- (b) highlight the styles of leadership used within an organization **[5 marks]**

QUESTION SIX

- (a) Describe how management can be an art as well as a science. **[10 marks]**
- (B) Identify the first five basic process of decision making **[5 marks]**

