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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR ONE**

**FIRST SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 851**

**COURSE TITLE: LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR**

**EXAMINATION DURATION: 3 HOURS**

**DATE: 20/08/2021 TIME: 2.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) 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 TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

**Case study- A decision by the group**

Two days before the inception of a major contract at the worksite of an important client in Kenya, a conflict had erupted between the project Director and the controller of a small emission-testing (pollution control) company with regard to hiring temporary workers. The project Director maintained that extra workers were necessary for the timely completion of the project and, further, that she had the authority to hire project staff as well as doing anything else necessary to complete the contract successfully. The controller disagreed arguing that company policy and regulations allowed the project Director to purchase equipment material only. Adding that the employees’ payroll management, in the opinion of the controller, requires the approval of both the human resource and finance departments. The disagreement was brought before the president of the firm for determination.

1. Describe the type of conflicts emanating from the above scenario? (5 Marks)
2. Discuss strategies that can be used to resolve the above conflict. (8 Marks)
3. Discuss the role of mediator in conflict resolution process. (7 Marks)

**QUESTION TWO**

1. Effective leadership approach is largely dependent on the situation facing the leader? Discuss (7 Marks)
2. Examine the strategies that leaders can use to acquire power in the organization? (6 Marks),
3. Define the concept leadership and briefly explain how leaders influence development agenda in Kenya? (7 Marks)

**QUESTION THREE**

1. Communication plays critical role in enhancing good leadership relationship in the organization. Discuss the various types of communication that would ensure that there is proper and effective communication in the entire organization at all levels and everywhere and indicate how these will create good and harmonious relationship in your organization? (6 marks)
2. Discuss ways in which leaders can empower employees in their organization. (7 Marks)
3. Briefly explain the importance of community involvement in conflict resolution? (7 marks)

**QUESTION FOUR**

Conflict is an important accompaniment in our daily operations.

1. Discuss the sources of conflicts in our organizations. (10 Marks)
2. Explain factors that contribute conflicts within an organization (7 Marks)
3. Discuss various strategies of effective conflict resolution in our organization (8 Marks)

**QUESTION FIVE**

In the business world today, ethical leadership are an increasingly important element and point of discussion.

1. Discuss various traits of ethical leadership and indicate how these traits will create good business environment for the investors and customers? (10 marks).
2. Briefly explain why Ethical Leadership is increasingly becoming important in our Businesses? (10 marks)