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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: 2 HOURS**

**DATE: 07/04/2021 TIME: 3.00-5.00 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 THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

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

Samuel Mutinda, Operation Manager of Prime Holding Limited attended advanced management seminar conducted by a reputable university in Kenya. The seminar was largely devoted on the topic of managerial decision making and employee participation.

Professor George of the same university, particularly impressed Mr. Samuel with his lectures and group discussion on group decision making. On the basis of research and experience the professor was convinced that employees if given the opportunity could meet together intelligently consider and then formulate quality decision making that would be enthusiastically accepted by the management and employees themselves.

Returning to his organization at the conclusion of the seminar, Mr. Samuel decided to practice some of the principles which he had learnt from the seminar. He called together the 25 employees of the operation department and told them that operation standards established several years were now too low in view of the recent installation of automated equipment. He gave them the opportunity to discuss the mitigation circumstances and to decide among themselves as a group what their standard should be. Mr. John on leaving the room believed that the men who doubtlessly established much higher standards that he himself would have dared proposed. After an hour of discussion, the group summoned Mr. Samuel and notified him that contrary to his opinion their group decision was that the standards were already too high and since they had been given the authority to establish their own standards, they were making a reduction of 10%.

1. Critically examine the organization behaviour issues that emerge in this case and provide advice to Mr. Samuel on the way forward. (10 Marks).
2. Employees’ stress can be seen as a result of the organizational characteristics just as it is for individual characteristics. Discuss (5 Marks).
3. Discuss how managers can reduce employee stress within the firms (5 Marks).

**QUEASTION TWO**

1. Describe a time when have assumed a leadership position in your organization when you were not having the title of a leader? (10 Marks)
2. Leaders make mistakes. With relevant examples, discuss how leaders make mistakes? (5 Marks)
3. Discuss the cultural and bureaucratic factors that make leaders make errors? (5 Marks)

**QUESTION THREE**

1. Why is communication an important part of leadership function in an organization? Discuss three (3) key communication skills to illustrate your answer. (10 Marks)
2. Describe two ways in which employees can be empowered. (5 Marks)
3. Give two advantages of employee empowerment from the point of view of:
4. The organisation
5. The employee. (5 Marks)

**QUESTION FOUR**

1. With reference to relevant examples from public service organisations, assess how leaders can create a culture of performance in their organisations. (10 Marks)
2. Discuss the challenges that leaders might face in introducing performance management and assess how these might be overcome. (10 Marks)

**QUESTION FIVE**

Conflicts are bound to happen in various organizations.

1. Discuss the sources and types of conflicts. Using the dual concept model, discuss the five strategies of effective conflict management (10 Marks)
2. Explain factors that contribute conflicts within an organization (5 Marks)
3. Using illustration, discuss the benefits of conflicts (5 Marks)