



KIBABII UNIVERSITY COLLEGE (KIBUCO)

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS
2014 /2015 ACADEMIC YEAR**

FIRST YEAR FIRST SEMESTER EXAMINATIONS

MAIN EXAMINATION

MASTERS DEGREE

IN

BUSINESS ADMINISTRATION

COURSE CODE: MBA 883 E

COURSE TITLE: LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR

DATE: 19TH DECEMBER, 2014

TIME: 5.00-9.00 PM

INSTRUCTIONS TO CANDIDATES:

Answer Question ONE and any other Two Questions

TIME: 2 Hours

QUESTION ONE (40 MARKS) compulsory

- a) Describe the distinguishing features between leadership and management in contemporary business organizations. (8 marks)
- b) It is believed that business is complex and unique in its nature. Highlight the challenges of leadership experienced by business companies. Suggest ways of limiting the negative impact of such challenges. (12 marks)
- c) Professional culture is defined as shared motives, values and beliefs. Outline the steps involved in the development of professional culture (5 marks)
- d) Trait theory of leadership propagate that people are born with inherited traits, some of which are particularly suited to leadership. Discuss the traits and skills critical to leaders in as was identified by Stogdill. (1974) (15 marks)

QUESTION TWO (20 MARKS)

- a) Many researchers have identified leadership styles based around decision making and the degree to which people are involved in the decision. Explain the main leadership styles identified by Rensis Likert. What are the critical assumptions of transformational leadership (15 marks)
- b) The employees of Makwetu Limited have negative attitude towards the management of the organization. Explain the measures that the leaders may take to change this situation (5marks)

QUESTION THREE (20 MARKS)

- a) Explain why leaders in a manufacturing firm in the sugar industry may find it prudent to implement organizational development programme in their business (10 marks)
- b) Conflicts between management and workers are a common occurrence in organizations. Discuss the measures that a leader can take to minimize such conflicts (10 marks)

QUESTION FOUR (20 MARKS)

Marandu Limited, a newly established company intends to design its organizational structure based on the tasks to be performed. Explain the reasons that may justify the choice of this design. Describe the ways in which a manager may encourage positive behaviour among formal groups in a commercial enterprise (20 marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the external factors that may trigger change in an organization. What are the problems that a business enterprise with stressed workforce likely to face (10 marks)
- b) Pola Limited intends to adopt modern technology in its business operations. Discuss the challenges that the company is likely to encounter from this move (10 marks)