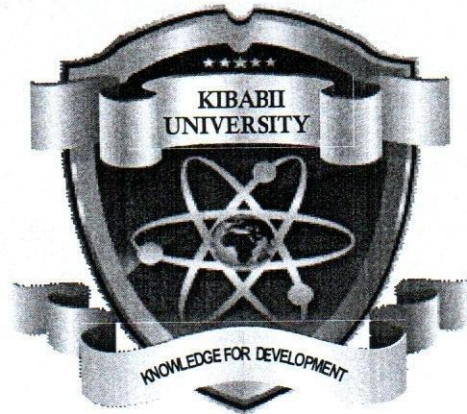


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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2019/2020 ACADEMIC YEAR
FOURTH YEAR SECOND SEMESTER
MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE
COURSE CODE: BCB 452E
COURSE TITLE: ORGANISATION LEADERSHIP
DATE: 13/11/2020 TIME: 9.00 – 11.00AM**

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes **ZERO** tolerance to examination cheating

QUESTION ONE

CASE STUDY-COMPULSORY.

Mafuko company ltd is the sole manufacturer of some fast moving consumer goods in the country. The company supplies the public sector through framework contract. For a long time the company enjoyed monopoly status. In the recent past, the managing Director has discovered that there is a new organization that has entered the market, producing similar products. The new entrant is implementing cooperate social responsibility as a strategy to gain market share. The managing director had initially put forward the case for corporate social responsibility but the board of directors flatly rejected the idea. The entry of a competitor means the dynamics of the external business environment have changed and the company must do a lot to adapt. The head of supply chain is expected to become proactive and lead in ensuring that the MD is kept informed of the changes and what need to be done.

- i) Explain the justification of the board in rejecting corporate social responsibility (10 marks).
- ii) Explore the importance of external business environment (10 marks).
- iii) Show how Mafuko company ltd can leverage on supplier bargaining power (5 marks)
- iv) Explain what you understand by organizational leadership (5 marks).

QUESTION TWO

- i) A business organization is an open system. Discuss (10 marks).
- ii) What factors in practice, limit the ability of managers to make rational decisions (10 mars).

QUESTION THREE

- i) Explain the managerial roles identified by Mintzberg (10 marks).
- ii) Drawing on traits theory, is a leader born or made (10 marks).

QUESTION FOUR

- i) Describe the four leadership styles in the Hersey and Blanchard's model (10 marks).

- ii) Describe the source of power in organizational relationships identified by French and Raven (10 marks).

QUESTION FIVE

- i) Explain the generic measures used to identify an effective leader (10 marks).
- ii) Discuss the possible triggers of change in organizations (10 marks).