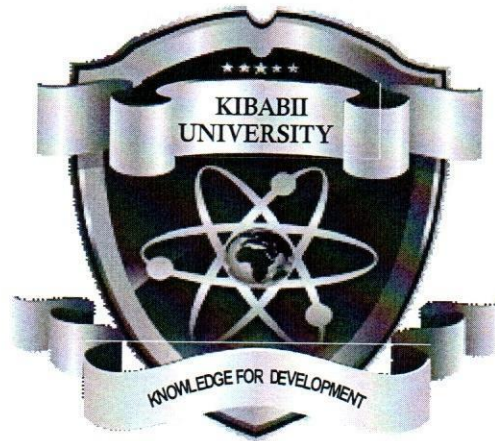


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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2020/2021 ACADEMIC YEAR
FOURTH YEAR SECOND SEMESTER
MAIN EXAMINATION
FOR THE DEGREE OF BACHELOR OF COMMERCE**

COURSE CODE: BCB 452E

COURSE TITLE: ORGANIZATIONAL LEADERSHIP

DATE: 13/10/2021

TIME: 2.00 – 4.00PM

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

Read the case study below and answer the questions that follow

Peter is a manager of Bush Lodge in King Williams Town. He employs three workers, Vusi, Jane and Busi. He dislikes Vusi and treats him differently from the two female employees. He requires Vusi to work on weekends and to work overtime without payment, but he pays the other two workers for weekends and overtime worked. Vusi is considering quitting his job if he is not transferred to another department.

- a. State the main causes of the conflicts in an organization study. (10marks)
- b. As a manager give Vusi advice on the different ways in which he can overcome his dissatisfaction as an employee at Bush Lodge. (10 marks)
- d. Comment on the type of leadership that exist at Bush lodge. Justify your answer (10 marks)

QUESTION TWO

- a) In Kenya, many business people are highly successful in their business ventures. This can be attributed to the different management and leadership styles adopted by them in their particular business organization. Briefly distinguish between management and leadership, and then discuss different leadership styles that bring outstanding success to the business. (10 marks)
- b) Motivation refers to the drive and efforts to satisfy a want or a goal. From this statement name and explain the theories of motivation. (10 marks)

QUESTION THREE

- a) The capacity of a leader to influence follower plays a significant role. The leader's influence over his follower is derived from various sources of power. Discuss (10 marks)
- b) It's critical to accept that workplace conflict is inevitable. The good news is that within every conflict lies an opportunity for learning. Embrace conflict and look at it as a way to stimulate change and innovation. Discuss the models used in conflict management (10 marks)

QUESTION FOUR

- a) Although we are all, theoretically, capable of self-actualizing, most of us will not do so, or only to a limited degree. Maslow (1970) estimated that only two percent of people would reach the state of self-actualization. Explain the main characteristics of a self-actualized person. (10 marks)
- b) Change can be evolutionary or revolutionary. It can take place gradually within an existing paradigm, or it can be a dramatic shift to an entirely new paradigm. In addition to being gradual, evolutionary change usually is linear, and sequential. The downside of evolutionary change is that it is predictable. Discuss change Management Principles (10 marks)

QUESTION FIVE

- a) Rewards management implies appreciation of good performance. Rewards are usually over and above the standard monthly salaries and benefits. They can also be monetary or non monetary form. Discuss (10 marks)

- b) Leaders inspire or influence people to become achievers and they always try to find more efficient ways of completing tasks, and they always motivate other persons to execute the management elements in such a manner that the business will be successful and profitable. From the statement discuss the role of a leadership in culture (10marks)