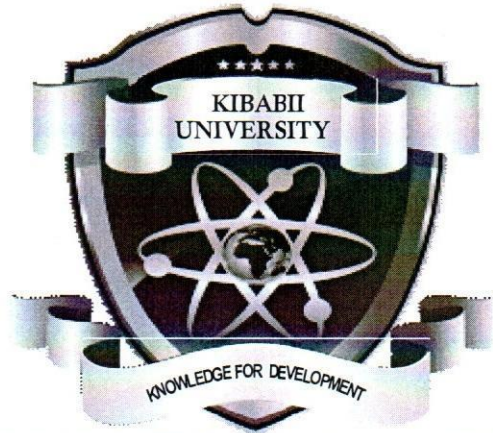


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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

SPECIAL/SUPPLEMENTARY EXAMINATION

2020/2021 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER

FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

COURSE CODE: MBA 880E

**COURSE TITLE: LEADERSHIP AND ORGANISATIONAL
BEHAVIOUR**

DATE: 20/01/2022

TIME: 2.00PM – 5.00PM

INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Around the world in 71 days (and a bit)

There can be fewer starker examples of individual heroics and achievements than Ellen MacArthur's staggering circumnavigation of the globe in a record time of 71 days 14 hrs 18 mins 33 secs (to be precise!) It is also a wonderful example of teamwork, often, and quite literally, at a distance and how the single-handed heroics and brilliance of a team member can sometimes overshadow the performance of the team. Ellen has herself been at pains to stress the teamworking nature of her feat. For example it took a team of 30 people more than 30,000 hours to build B & Q (her boat) over a period of seven months. The whole project was funded to the tune of £4 million by the Kingfisher group using their DIY company, B&Q, as the main sponsor. But the real teamwork started, ironically, when she was 'all at sea'. Team Ellen had a very diverse and cross-cultural feel to it:

- Mark Turner (Britain) was the project director. He was often her first point of contact and the 'emotional punch bag'. Be it three a.m. or Christmas Day, he gave Ellen advice or listened to her frustrations. He also decided who Ellen should consult about specific problems.
- Neil Graham (Australia) was the technical director. Having supervised the building project, he was well placed to provide technical solutions for Ellen to carry out at a distance. Daily contact with Ellen would also involve Olivier Allard (France), the expert when it came to the boat's structure, rigging and engineering.
- Charles Darbyshire (Britain) was the technology manager tasked with talking through any communication-type problems, with Rudi Stein (Sweden) being called upon for additional electronics support.
- Lou Newlands (Britain) was the team's media manager. They were responsible for controlling and managing the time-sensitive requests of the media and balancing these against the incessant demands of the record attempt. Kate Steven (Britain) acted as liaison with the sponsors B & Q and Castorama.
- Loik Gallon (France) was the 'other' skipper of B & Q, looking after the boat both before and after the challenge. He was also 'in post' to offer sailing advice.
- Ellen's first point of contact for weather was with an American company, and the on-call doctor was an experienced Canadian yachtsman. Juliet Wilson (Britain) was Ellen's nutritionist and Claudio Stampi (Italy), based at the Chronobiology Institute in Boston, received data on her heart rate and sleeping patterns.

So finally, to rapturous applause, Ellen MacArthur crossed the finish line at 2229 GMT on Monday 7th February to be hailed as the 'greatest sailor in the world'. But maybe it was really all about the 'greatest sailing team'? She said 'It's always been about a team. Thanks to our partners, friends and supporters. Without them we would be nowhere.'

QUESTION 1

- a) Discuss some of the typical problems which might be encountered when working with such a functionally and culturally diverse team. (10 marks)
- b) What would be some of the issues for Ellen when working so remotely from the rest of the team? (10 marks)
- c) Which of these issues might more regular teleworkers encounter? How might an organisation, or the teleworker, overcome these? (10 marks)
- d) Do you consider Team Ellen to be a proper team? Why or why not? (10 marks)

QUESTION TWO

- a) Describe the trait theories of leadership citing suitable examples from an organization of your choice. (10 marks)
- b) To what extent and under what circumstances might a pay increase serve to motivate employees? (10 marks)

QUESTION THREE

- a) Describe the MBTI Personality types and its key characteristics with suitable examples. (10 marks)
- b) Under what circumstances might organizational change motivate people? Will all people be equally motivated or demotivated by change? (10 marks)

QUESTION FOUR

- a) Employees are the most important resource possessed by organizations. Make notes on the following terminologies;
- (i) Leading (2 marks)
 - (ii) Behaviour (2 marks)
 - (iii) Decision making (2 marks)
 - (iv) Personality (2 marks)
 - (v) Group dynamics (2 marks)
- b) Explain group dynamics and emphasize the various methods of eliciting synergy in getting group output. (10 marks)

QUESTION FIVE

- a) An argument often put forward in support of teams is that they are 'synergistic' – 'the whole is greater than the sum of their parts'. How true is this? How would you interpret this view? (10 marks)
- b) What is a leader? What is a manager? Can a manager be a leader? Is a leader always a manager? Explain your answers to these fundamental questions. (10 marks)