



*(University of Choice)*

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

**MAIN EXAMINATIONS**

**2021/2022 ACADEMIC YEAR**

**FOR THE DEGREE**

**OF**

**MASTERS OF BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 883E**

**COURSE TITLE: LEADERSHIP AND ORGANISATIONAL  
BEHAVIOUR**

**DATE: THURSDAY 28<sup>TH</sup> JULY 2022      TIME: 2:00 -5:00PM**

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**INSTRUCTIONS TO CANDIDATES**

Question ONE (1) is compulsory  
Answer any other Three (3) questions

TIME: 3 Hours

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 4 Printed Pages. Please Turn Over.



**Question ONE:**

**Read the following case and answer the questions that follow**

Baraka was continuously on top of things. In school, she had always been at the top of her class. When she went to work for her uncle's shoe business, Style Centre, she had been singled out as the most productive employee and the one with the best attendance. The company was so impressed with her that it sent her to get an M.B.A. to groom her for a top management position. In school again, and with three years of practical experience to draw on, Baraka had gobbled up every idea put in front of her, relating many of them to her work at Style Centre. When Baraka graduated at the top of her class, she returned to Style Centre. To no one's surprise, when the head of the company's largest division took advantage of the firm's early retirement plan, Baraka was given his position. Baraka knew the pitfalls of being suddenly catapulted to a leadership position, and she was determined to avoid them. In business school, she had read cases about family businesses that fell apart when a young family member took over with an iron fist, barking out orders, cutting personnel, and destroying morale. Baraka knew a lot about participative management, and she was not going to be labeled an arrogant know-it-all.

Baraka's first move was to change all that. She set up her office on the second floor. From her always-open doorway she could see down onto the factory floor, and as she sat behind her desk she could spot anyone walking by in the hall. She never ate lunch herself but spent the time from 11 to 2 down on the floor, walking around, talking, and organizing groups. The workers, many of whom had twenty years of seniority at the plant, seemed surprised by this new policy and reluctant to volunteer for any groups. But in fairly short order, Baraka established a worker productivity group, a "Suggestion of the Week" committee, an environmental group, a worker award group, and a management relations group. Each group held two meetings a week, one without and one with Baraka. She encouraged each group to set up goals in its particular focus area and develop plans for reaching those goals. She promised any support that was within her power to give.

The group work was agonizingly slow at first. But Baraka had been well trained as a facilitator, and she soon took on that role in their meetings, writing down ideas on a big board, organizing them, and later communicating them in notices to other employees. She got everyone to call her "Baraka" and set herself the task of learning all their names. By the end of the first month, Style Centre was stirred up. But as it turned out, that was the last thing most employees wanted. The truth finally hit Baraka when the entire management relations committee resigned at the start of their fourth meeting. "I'm sorry, Ms. Baraka," one of them said. "We're good at making shoes, but not at this management stuff. A lot of us are heading toward retirement. We don't want to be supervisors."

Astonished, Baraka went to talk to the workers with whom she believed she had built good relations. Yes, they reluctantly told her, all these changes did make them uneasy. They liked her, and they didn't want to complain. But given the choice, they would rather go back to the way Mr. Worthy had run things. They never saw Mr. Worthy much, but he never got in their hair. He did his work, whatever that was, and they did theirs. "After you've been in a place doing one thing for so long," one worker concluded, "the last thing you want to do is learn a new way of doing it."

a) It is possible that Baraka had a wrong perception on being suddenly catapulted to a leadership position, and as a result, she was determined to avoid them. What are some of the factors that could be behind this perception? 10 marks

b) Would you rate Baraka as a successful leader or a failure? Justify your answer. 10 marks

c) Just like other organizations, Style Centre wasn't spared as a result of inter-group conflicts. Identify the sources of such. 10 marks

d) Baraka and the employees in this organization would have as well applied impression management techniques in their daily performance. Describe some of these techniques? 10 marks

## **QUESTION TWO**

a) While observing others in our day-to-day life, people tend to commit errors due to faulty perceptual process and make a wrong decision. Explain the five common types of errors or short-cut methods which are frequently used by the individuals. 10 marks

b) Using at least three suitable examples, describe how the classical conditioning principles of learning can be applied in an organizational set up. 10 marks

## **QUESTION THREE**

a) Justify why motivation has become central to the performance of most organizations, to the extent that they are engaging motivational speakers. 10 marks

b) With the aid of appropriate examples, describe some of the key personality traits relevant to work behaviour in an organization. 10 marks

## **QUESTION FOUR**

a) Mr Ramesh, who has been brought up with high moral values and cultivated to do right things and uphold strong human values, has joined a pharmaceutical firm as sales representative promoting and selling drugs meant for expectant mothers. Based on this understanding and knowledge of pharmaceutical field, he noticed that a particular drug is likely to have more side effects and it is harmful to the expectant mother. His boss is forcing him to push the product more aggressively among the doctors and hospitals. Due to this, he is undergoing a high level of cognitive dissonance due to discrepancy between his attitudes (belief that the drug is harmful to the expectant mother) and behavior (promoting and selling the drug).

There are several paths that he can follow to deal with his dilemma. Advise 10 marks

b) Groups have become common in organizations. What are some of the reasons behind their formations? 10 marks

#### **QUESTION FIVE**

a) You have been invited to guide employees in an organization on how to create an ethical organizational culture. Give your outline. 10 marks

a) Power tactics, that is, the ways in which individuals translate power bases into specific actions varies from one individual to another. Describe some of the tactics that can be used. 10 marks