



SOUTH EASTERN KENYA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

FIRST SEMESTER EXAMINATION FOR THE MASTER OF BUSINESS ADMINISTRATION

DSM 504: LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR

DATE:

TIME:

INSTRUCTIONS

Answer Question One and Any other THREE.

QUESTION ONE (30 Marks)

The shareholders of Tumba Limited held their Annual General Meeting on March 13th 2016 at the firm's premises. One of the shareholders lamented that they had not got any dividends for the last seven years. This observation catalyzed debate on what was ailing the company and the way forward. Some shareholders threatened to sell off their shares, while others blamed the company's woes on the leadership of the company. The stormy debate about the poor performance of the company came to an end when a committee was set up to investigate the company's woes.

The committee that was formed interviewed employees of the company, the suppliers, the customers and the community neighbouring the company. All that were interviewed pointed an accusing finger at the leadership and particularly the Chief Executive Officer. Pending further investigations, the CEO was asked to step aside for six (6) months. By the end of the six months, the company's half year results were so impressive, with set targets being surpassed. All stakeholders were convinced that the poor performance of the company was directly linked to the CEO who had been asked to step aside.

Required:

- (a) One of the shareholders who is a scholar commented during the Special AGM that the previous years' results would have been differently better had the former CEO attended a course on Leadership and Organizational Behaviour of South Eastern Kenya University. Assuming this comment was faultlessly true, justify it. **(10 Marks)**
- (b) What roles didn't the former CEO fail to play competently? **(10 Marks)**
- (c) How differently would you run the company **(10 Marks)**

QUESTION TWO

For an organization to continually post good results, the services of a good and competent leader are required. The leader has to make sure that what needs to be done is done through people. Different times present different challenges that the leader must confront. What would inform the leadership style(s) you would use to ensure organizational goals and objectives are met? **(10 Marks)**

QUESTION THREE

Why does the Chief Executive officer of Company ZXY prefer employees working in groups or teams as opposed to working as individuals? **(10 Marks)**

QUESTION FOUR

Leaders and a manager are not synonymous. Discuss. **(10 Marks)**

QUESTION FIVE

(a) Discuss the following terms

(i) Organization behavior **(2 Marks)**

(ii) Leadership **(2 Marks)**

(b) Discuss the initiatives taken by an organization to manage stress among its employees. **(6 marks)**