



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF COMMERCE

UNIVERSITY POST GRADUATE EXAMINATION

2018/2019 ACADEMIC YEAR

**FIRST YEAR FIRST SEMESTER EXAMINATION FOR
PhD (HRM) AND PHD IN BUSINESS ADMINISTRATION**

BHR 702 – ORGANIZATION DEVELOPMENT AND LEADERSHIP

DURATION: 2 HOURS

DATE: 21/12/2018

TIME: 2:00 – 5:00 P.M.

Instructions to candidates:

1. Answer any four questions.
2. You are not allowed to write on this examination question paper.
3. Mobile phones are not allowed in the examination room.

QUESTION ONE (25 MARKS)

Submit a report to your manager on the factors determining the effectiveness of management teams.

Your report should specifically consider the following:

- i. The key factors affecting group behaviors (15 marks)
- ii. The key functions required within an ideal team (10 marks)

QUESTION TWO (25 MARKS)

Discuss the leadership approaches which encourage managers to change their styles according to the circumstances.

QUESTION THREE (25 MARKS)

- a. “Coaching , counseling and mentioning are just new management ‘fads’ that will fade as fast as they have been introduced to companies”. Discuss. (10 marks)
- b. Compare and contrast these three different management techniques and give examples of how each could be applied in your work place or an organization (s) you are familiar with. (15 marks)

QUESTION FOUR (25 MARKS)

- a) Explain how each of the following theories add to your understanding of leadership
 - i. Trait (5 marks)
 - ii. Style (5 marks)
 - iii. Contingency (5 marks)
- b) Describe two organizational situations where contrasting management styles would be required for an effective outcome. (10 marks)

QUESTION FIVE (25 MARKS)

What are the steps involved in the management of poor performance within both individual employees and also work teams?

What sometimes goes wrong in the handling of poor performance issues and how can such mistakes be prevented, avoided or minimized? (25 marks)