



MASTER OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT

LEADERSHIP

COURSE CODE

MAL 603

COURSE TITLE

ORGANIZATIONAL BEHAVIOUR (online)

EXAM DATE

DECEMBER 2018

TIME

3 HRS

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One(Compulsory) and any other One question

SECTION A : Compulsory

Read the following case and answer questions below.

1. Recently Matatu operators maintained that they will withdraw their vehicles from the roads starting 6am to protest the enforcement of the strict Michuki rules. “The position has not changed,” Matatu owners association chairman Simon Kimutai said in reference to a statement on withdrawal of matatus from roads issued by Federation of Public Transporters Association chairman Edwin Mukabana on Saturday. Mukabana said the move was prompted by Interior CS Fred Matiangi’s statement on Friday that the police would launch crackdown on rogue matatus. “We would like to advise our members to withdraw transport service provision on Monday November 12, 2018 for the purpose of aligning our operations to the new guidelines,” he said.

A few hours into the strike, the Federation of Public Transport Operators reported that they had called off the matatu strike. This was after a successful meeting with Interior Principal Secretary Karanja Kibicho and his Transport counterpart Esther Koimett at Harambee House. The federation’s chair, Edwin Mukabana called their troops to order and has apologized to their customers who have been stranded for the better part of the day. He also asked all their members who have complied with the regulations to return their vehicles to the roads. “We request our people who have complied to return their vehicles to the road. We will bring all issues to the government table for negotiations,” he added. When conflict arises, we need to be able to manage it properly, so that it becomes a positive force, rather than a negative force, which would threaten the individual or group.

- a) Using knowledge from lessons learnt in the classroom identify and explain the sources of conflict in the above case (**4marks**)
- b) Discuss with reasons two best conflict handling styles for this case (**6marks**)

SECTION B (answer any one question)

2. Perceptual biases can prevent a leader from steering the organization to great heights. Discuss this statement using relevant experiences/ examples. (**10 marks**)

3. Informal groups are formed by managers or non-managerial employees to help meet their own needs. They emerge spontaneously without the assistance or consent of formal groups.

a) Discuss the role played by informal groups in an organization (**6 marks**)

b) An organization development expert has recommended culture change for your organization as a way of turning it around but left it to you to initiate culture change strategies. How would you deliberately seek to develop cultures appropriate for the organization's purposes? (**4 marks**)

4(a) Your organization has recently been forced to merge due to the changing economic and global environment. Part of your role as the CEO is to come up with a suitable structure that will see the organization create a niche as a manufacturing company and by so doing raise its market share within the industry and gain more profits. The board of directors have tasked you with a responsibility to chart the way forward and set the organization running.

i) Discuss the necessity for an organization structure (4 marks)

ii) Identify with reasons, a suitable structure for this organization (6 marks)