The Management University of Africa

MUA

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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML 311 : POWER AND LEADERSHIP

DATE: 27th JULY 2022

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains SIX (6) questions.
4. Question ONE is compulsory.
5. Answer any other THREE questions.
6. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case below and answer the questions that follow.

IDEALISED LTD

Idealised ltd is a medium sized organization that offers a variety of services that include training and development and management consultancy. It has been in existence for the last fifteen year during which it has grown very fast becoming a leader in consultancy services in the East and Central African region. This growth has been attributed to the quality of professional staff that the organization has been able to attract over the years, coupled with the human resource development policy that the organization has put in place. In recent times however, the organization has started experiencing serious problems mostly associated with employee turnover, apathy, conflicts, reduced innovations, deteriorating customer service and a sense of hopelessness. This has been attributed to poor leadership. The CEO of the organization Mr. Makasiriko was appointed one year ago to replace the long serving CEO who proceeded on retirement after twelve years at the helm.

For starters, Mr. Makasiriko appears not to have any regard for the employees. He invites staff for meetings in which only his viewpoint matters. Those with different perspectives are locked out of the discussions with only those who echo the opinions of Mr. Makasiriko being given an opportunity to support his opinion. Intimidations and threats are rampant during the meetings. Mr. Makasiriko has also demonstrated poor leadership by having "favourites" among the employees. These are the people whom he uses as his informers so as to gather information on what the staff are saying with regard to his leadership and decisions. Organizational rewards like salary increases, promotions and other allowances are awarded on the basis of loyalty to Mr. Makasiriko, not to the organization. Similarly, there is no iota of transparency when it comes to organizational rewards.

Decisions affecting employees including staff policies are made without consultations and employees are not expected to raise questions. Threats of punishment have become the order of the day with senior managers being bashed in front of their subordinates. Insulting the staff during the meetings has also become rampant. Mr. Makasiriko has also proven to be a very poor mentor who relies heavily on criticism, threats and intimidation. He has failed to live to the expectation of his staff to the extent that many do not consider him to be a role model. He appears to have lost the confidence and respect of everyone in the organization. What has really disturbed the professional staff in the organization is failure by the Managing Director to respect professional opinion and advice. The tendency by the Managing Director to coerce them into agreeing to his arguments has greatly demoralized them. The communication skills of Mr. Makasiriko are also wanting especially with regard to the use of abusive language to put the point across.

He has severally contravened the rules, regulations and policies that govern the staff with impunity. An audit that was carried out last year showed that Mr. Makasiriko had embezzled a large sum of funds from the organization. He had also misrepresented the facts to the board of directors.

Required:

a) The exercise of power by Mr. Makasiriko has some negative effects. Analyse two such effects in the case of Idealised ltd. **(5 marks)**

b) Assess the power bases that are presented in the case of Idealised ltd. **(10 marks)**

c) Examine five influence tactics employed by Mr. Makasiriko. **(10 marks)**

QUESTION TWO

a) Examine how a manager can apply five influence tactics to bring forth the desired response from the employees **(10 marks)**

b) Discuss five strategies that managers can use to ensure compliance among employees who have demonstrated resistance **(5 marks)**

QUESTION THREE

a) Most organizational policies represent coercive power. Analyse five ways in which organizations ensure that this power is applied effectively in an organization **(10 marks)**

b) Referent power is associated with a number of limitations. Using relevant examples evaluate five such shortcomings **(5 marks)**

QUESTION FOUR

a) Using the social exchange theory as a reference point, evaluate why some leaders are likely to lose power during an election **(10 marks)**

b) Explain five reasons that make managers strive for the commitment of their employees **(5 marks)**

QUESTION FIVE

a) Office romance is a common occurrence in organizations. Advice the managers on the steps they should take in light of this **(10 marks)**

b) On some occasions, followers have accused their leaders as being insensitive and detached from them. Analyse the cause of this tendency **(5 marks)**

QUESTION SIX

a) Argue the case for the use of action learning in leadership development of upcoming managers in an organization **(10 marks)**

b) Differentiate between power and leadership **(5 marks)**