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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION/ MASTER
OF MANAGEMENT AND LEADERSHIP

MML 5110/SMO 505: LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR

DATE: 5TH DECEMBER 2024

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains FOUR (4) questions.
4. Question ONE is compulsory.
5. Answer any other TWO questions.
6. Question ONE carries 30 MARKS and the rest carry 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

We Are Family

Betsy Moore has been hired as the director of marketing and communications for a medium-sized college in the Midwest. With a long history of success as a marketing and public relations professional, she was the unanimous choice of the hiring committee. Betsy is excited to be working for Marianne, the vice president of college advancement, who comes from a similar background to Betsy's. In a meeting with Marianne, Betsy is told the college needs an aggressive plan to revamp and energize the school's marketing and communications efforts. Betsy and Marianne seem in perfect sync with the direction they believe is right for the college's program. Marianne also explains that she has established a departmental culture of teamwork and empowerment and that she is a strong advocate of being a mentor to her team members rather than a manager.

Betsy has four direct reports: two writers, Bridget and Suzanne, who are young women in their 20s; and Carol and Francine, graphic designers who are in their 50s. In her first month, Betsy puts together a meeting with her direct reports to develop a new communications plan for the college, presenting the desired goals to the team and asking for their ideas on initiatives and improvements to meet those goals. Bridget and Suzanne provide little in the way of suggested changes, with Bridget asking pointedly, "Why do we need to change anything?"

In her weekly meeting with the vice president, Betsy talks about the resistance to change she encountered from the team. Marianne nods, saying she heard some of the team members' concerns when she went to lunch with them earlier in the week. When Betsy looks surprised, Marianne gives her a knowing smile. "We are like a family here; we have close relationships outside of work. I go to lunch or the movies with Suzanne and Bridget at least once a week. But don't worry; I am only a sounding board for them, and encourage them to come to you to resolve their issues. They know you are their boss."

But they don't come to Betsy. Soon, Bridget stops coming to work at 8 a.m., showing up at 10 a.m. daily. As a result, she misses the weekly planning meetings. When Betsy approaches her about it, Bridget tells her, "It's OK with Marianne; she says as long as I am using the time to exercise and improve my health she supports it."

Betsy meets with Suzanne to implement some changes to Suzanne's pet project, the internal newsletter. Suzanne gets blustery and tearful, accusing Betsy of insulting her work. Later, Betsy watches Suzanne and Marianne leave the office together for lunch. A few hours later, Marianne comes into Betsy's office and tells her, "Go easy on the newsletter changes. Suzanne is an insecure person, and she is feeling criticized and put down by you right now."

Betsy's relationship with the other two staff members is better. Neither seems to have the close contact with Marianne that the younger team members have. They seem enthusiastic and supportive of the new direction Betsy wants to take the program in.

As the weeks go by, Marianne begins having regular "Mentor Meetings" with Bridget and Suzanne, going to lunch with both women at least twice a week. After watching the three walk out together one day,

Francine asks Betsy if it troubles her. Betsy replies, as calmly as she can, "It is part of Marianne's mentoring program." Francine rolls her eyes and says, "Marianne's not mentoring anyone; she just wants someone to go to lunch with every day."

After four months on the job, Betsy goes to Marianne and outlines the challenges that the vice president's close relationships with Bridget and Suzanne have presented to the progress of the marketing and communications program. She asks her directly, "Please stop."

Marianne gives her the knowing, motherly smile again. "I see a lot of potential in Bridget and Suzanne and want to help foster that," she explains. "They are still young in their careers, and my relationship with them is important because I can provide the mentoring and guidance to develop their abilities."

"But it's creating problems between them and me," Betsy points out. "I can't manage them if they can circumvent me every time they disagree with me. We aren't getting any work done. You and I have to be on the 155 same team." Marianne shakes her head. "The problem is that we have very different leadership styles. I like to empower people, and you like to boss them around."

Required:

- a) Marianne and Betsy indeed have distinct leadership philosophies. Determine the leadership styles you would assign to Betsy and to Marianne. (6 marks)
- b) Explain if it is necessary for Betsy to adjust her leadership style in order to improve the situation with Bridget and Suzanne. Discuss also if it necessary for Marianne to modify her leadership style. (8 marks)
- c) Suggest ways Marianne and Betsy can work together. (10 marks)
- d) Examine the expectancy theory of motivation. (6 marks)

QUESTION TWO

- a) Discuss the five forms of individual behaviour in an organization. (10 marks)
- b) Describe the "Big Five" personality traits in the five-factor model. (5 marks)

QUESTION THREE

- a) Assess the main factors influencing an organization's structure. (5 marks)
- b) Examine three importance of having a positive organizational culture. (6 marks)
- c) Impression Management is a response to political behavior and is defined as the process by which individuals attempt to control the impression others form of them. Describe four impression management techniques. (4 marks)

QUESTION FOUR

- a) Analyze the three elements that comprise attitudes. (6 marks)
- b) Assess the significance of understanding emotional intelligence. (6 marks)
- c) Determine three symptoms that stem from high-stress levels. (3 marks)