



**POST GRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

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

**MML 5110/ SMO 505: LEADERSHIP AND ORGANIZATIONAL  
BEHAVIOUR**

**DATE: 8<sup>TH</sup> APRIL 2026**

**DURATION: 2 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:**

### **HARNESSING PERSONALITY DIFFERENCES FOR ORGANIZATIONAL SUCCESS**

Nairobi Tech Solutions Ltd. is a mid-sized IT consultancy firm that recently expanded its operations across East Africa. The company is known for its culture of innovation, teamwork, and customer focus. Grace, a 32-year-old project manager, was assigned to lead a high-stakes project to develop a digital banking solution for a major client. Her project team consisted of six members with diverse personalities and values. Peter was highly analytical, introverted, and preferred working independently while placing a high value on accuracy and precision. Mary was extroverted, enthusiastic, and thrived in collaborative settings, valuing recognition and social connections. Ahmed was adaptable and agreeable, often avoiding conflict and valuing harmony and stability. Lucy was assertive and achievement-oriented, strongly valuing competition and personal success. James was creative and open-minded, prizing innovation and autonomy, while Eunice was detail-oriented and conscientious, valuing rules, procedures, and responsibility.

After two months of working together, Grace began to notice tensions within the team. Peter and Lucy frequently clashed over project timelines, as Peter emphasized thoroughness while Lucy pushed for faster results. Mary felt her contributions were being overlooked and was demotivated by the lack of recognition, while Ahmed tried to maintain peace by avoiding conflict, which frustrated Grace as issues remained unresolved. James thrived when given freedom to innovate but often struggled to meet deadlines, creating friction with Eunice, who grew increasingly impatient when others disregarded

established procedures. These personality differences and underlying values started to affect team cohesion and project progress.

Grace now faced the challenge of managing the diverse behaviours, personalities, and values of her team members to ensure the project's success. She needed to decide how to balance conflicting personalities, motivate individuals with different value orientations, and address emerging conflicts. As project deadlines drew closer, she was confronted with the critical question of how best to leverage the team's diversity to enhance performance while maintaining harmony.

**Required:**

a) If you were an organizational consultant hired to support Grace, assess three interventions you would recommend to improve team performance and collaboration

**(10 Marks)**

b) Considering Ahmed's tendency to avoid conflict, discuss the role he can play in maintaining team cohesion without undermining accountability

**(10 Marks)**

c) Identify the personal values demonstrated by each team member and discuss how these values are shaping their attitudes, motivation, and conflicts. **(10 Marks)**

**QUESTION TWO**

a) Examine ways in which diversity in personality and values both strengthen and weaken team cohesion

**(8 Marks)**

b) Your organization is undergoing digital transformation, and employees are resisting change. Describe specific leadership interventions you would implement to reduce resistance and ensure successful adoption

**(7 Marks)**

### **QUESTION THREE**

- a) Your organization is expanding into three new countries. Would you recommend structuring the company by function, product, geography, or customer segment? Justify your choice.

**(10 Marks)**

- b) Elaborate methods that an organizations can use to assess their culture, and describe how they ensure that cultural values are sustained during periods of growth or leadership transitions

**(5 Marks)**

### **QUESTION FOUR**

- a) A senior manager uses coercive power (threatening demotions) to enforce deadlines. Discuss the short-term and long-term implications of this leadership approach for employees and organizational culture.

**(8 Marks)**

- b) Employees in your department report burnout due to increased workload during organizational restructuring. As a manager, analyze the interventions you would introduce to reduce stress while maintaining productivity

**(7 Marks)**