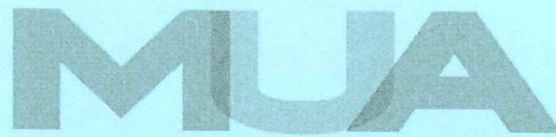


The
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP

MML 5110/SMO 505: LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR

DATE: 2ND AUGUST 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:

HER VISION OF A MODEL RESEARCH CENTER

Rachel Adams began as a researcher at a large pharmaceutical company. After several years of observing how clinical drug studies were conducted, she realized that there was a need and an opportunity for a research center not connected with a specific pharmaceutical company. In collaboration with other researchers, she launched a new company that was the first of its kind in the country. Within five years, Rachel had become president and CEO of the Independent Center for Clinical Research (ICCR). Under Rachel's leadership, ICCR has grown to a company with revenues of \$6 million and profits of \$1 million. ICCR employs 100 full-time employees, most of whom are women.

Rachel wants ICCR to continue its pattern of formidable growth. Her vision for the company is to make it a model research center that will blend credible science with efficient and cost-effective clinical trials. To that end, the company, which is situated in a large urban setting, maintains strong links to academia, industry, and the community.

Rachel and her style have a great deal to do with the success of ICCR. She is a freethinker who is always open to new ideas, opportunities, and approaches. She is a positive person who enjoys the nuances of life, and she is not afraid to take risks. Her optimistic approach has had a significant influence on the company's achievements and its organizational climate. People employed at ICCR claim they have never worked at a place that is so progressive and so positive in how it treats its employees and customers. The women employees at ICCR feel particularly strongly about Rachel's leadership, and many of them use Rachel as a role model. It is not by accident that the majority (85%) of the people who work at ICCR are women. Her support for women's concerns is evident in the type of drug studies the company selects to conduct and in her service to national committees on women's health and research issues. Within ICCR, Rachel has designed an on-site day care program, flextime scheduling for mothers with young children, and a benefit package that gives full health coverage to part-time employees. At a time when most companies are searching for ways to include more women in decision making, ICCR has women in established leadership positions at all levels. Although Rachel has been

extremely effective at ICCR, the success of the company has resulted in many changes that have affected Rachel's leadership at the company. Rapid growth of ICCR has required that Rachel spend a great deal of time traveling throughout the country. Because of her excessive travel, Rachel has begun to feel distant from the day-to-day operations of ICCR. She has begun to feel as if she is losing her handle on what makes the company tick. For example, although she used to give weekly pep talks to supervisors, she finds that she now gives two formal presentations a year. Rachel also complains of feeling estranged from employees at the company. At a recent directors' meeting, she expressed frustration that people no longer called her by her first name, and others did not even know who she was.

Growth at ICCR has also demanded that more planning and decision making be delegated to department heads. This has been problematic for Rachel, particularly in the area of strategic planning. Rachel finds that the department heads are beginning to shift the focus of ICCR in a direction that contradicts her ideal model of what the company should be and what it is best at doing. Rachel built the company on the idea that ICCR would be a strong blend of credible science and cost-effective clinical trials, and she does not want to give up that model. The directors, on the other hand, would like to see ICCR become similar to a standard pharmaceutical company dedicated primarily to the research and development of new drugs.

Required:

- a) Explain what is it about Rachel's leadership that clearly suggests that she is engaged in transformational leadership. **(6 marks)**
- b) Describe in what ways the growth of ICCR had an impact on Rachel's leadership. **(8 marks)**
- c) Given the problems Rachel is confronting as a result of the growth of the company, what should she do to reestablish herself as a transformational leader at ICCR? **(6 marks)**
- d) Compare Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory. **(10 marks)**

QUESTION TWO

- a) Explain how the stakeholder perspective emphasizes the importance of values, ethics, and corporate social responsibility. **(7 marks)**
- b) Describe the four factors that directly influence voluntary individual behaviour and performance. **(8 marks)**

QUESTION THREE

- a) Some organizations are structured along more mechanistic lines whereas others follow organic characteristics. Examine the major causes or determinants of an organization's structure. **(4 marks)**
- b) Assess managerial best practices fostering an ethical culture. **(6 marks)**
- c) Identify five impression management techniques managers can utilize. **(5 marks)**

QUESTION FOUR

- a) Describe the shortcuts individuals use in making judgments about others. **(4 marks)**
- b) Analyse the Four Clusters of Emotional Intelligence. **(8 marks)**
- c) Highlight three main approaches to managing organizational change. **(3 marks)**