



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF COMMERCE

UNIVERSITY POSTGRADUATE EXAMINATION

2017/2018 ACADEMIC YEAR

**FIRST YEAR SECOND SEMESTER EXAMINATION FOR DOCTOR OF
PHILOSOPHY IN BUSINESS ADMINISTRATION**

BHR702: ORGANIZATIONAL LEADERSHIP DEVELOPMENT

DURATION: 3 HOURS

DATE: 16th AUGUST 2018

TIME: 2.00-5.00PM

Instructions to Candidates:

1. Answer **Any Four** questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

QUESTION ONE

Describe two of the following leadership style theories and compare their effectiveness.

- a) Blake and Mouton's managerial grid (15 marks)
- b) Reddin's three dimensional model (5 marks)
- c) Fielden contingency model (5 marks)

QUESTION TWO

- a) Define the term motivation (1 mark)
- b) Explain the implications of the following theories for managing people effectively
 - i. 2 factor theory – motivators and hygiene factors (8 marks)
 - ii. Expectancy theory (8 marks)
 - iii. Theory 'X' and theory 'Y' (8 marks)

QUESTION THREE

- a) Describe the needs of the individual employee and compare them to the needs of the organisation (10 marks)
- b) Explain how satisfying the needs of the organisation may often conflict with satisfying the needs of the individual (10 marks)
- c) As a manager, how would you resolve such a conflict (5 marks)

QUESTION FOUR

Briefly compare management approaches to improving organizational performance based on:

- a) The classical and scientific schools of management attention to technical and structural factors (15 marks)
- b) Attention to human and behavioral factors (10 marks)

QUESTION FIVE

- a) List and briefly explain the importance of six traits or qualities you associate with effective leadership (12 marks)
- b) Describe two contrasting styles of leadership (7 marks)
- c) Argue the merits of adopting contingency approach to leadership (6 marks)