



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

UNIVERSITY ORDINARY EXAMINATION

2023/2024 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER EXAMINATION

BHR702: ORGANISATIONAL DEVELOPMENT AND LEADERSHIP

DURATION: 3 HOURS

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 (25 MARKS)

- a. Explain how an organisation known to you may create and encourage intrapreneurship in the work place to motivate workers. (15 marks)
- b. Discuss personality focusing on the big five traits showing their relevance and effect in the work place. (10 marks)

QUESTION TWO (25 MARKS)

An organizational known to you has had to merge some departments to deal with harsh economic times. Advise the leadership team which you are also a part of on how to:

- a. Deal with the employees. (7 marks)
- b. Change process (8 marks)
- c. Benefits. (5 marks)
- d. Communicate effectively. (5 marks)

QUESTION THREE (25 MARKS)

- a. A company you work for is reviewing its strategy. Write an explanation to the board on the:
 - i. Relevance of aligning structure / design to strategy for organizations. (8 marks)
 - ii. The types of structure designs for organizations (6 marks)
 - iii. Make a recommendation of one of them with reasons (5 marks)
- b. Discuss individual behaviour in organizations. (6 marks)

QUESTION FOUR (25 MARKS)

A company has approached you to elaborate to them more about corporate governance. Respond to them on:

- a. Meaning and role of corporate governance. (5 marks)
- b. Pillars and background. (5 marks)

- c. Most suitable to adopt type. (5 marks)
- d. Benefits. (5 marks)
- e. Current guidelines on corporate governance. (5 marks)

QUESTION FIVE (25 MARKS)

- a. The organization you work for is focusing on groups and team as a competitive strategy.
Required:
 - i. Explain group formation, individual and organizational roles in each. (3 marks)
 - ii. Team creation. (4 marks)
 - iii. Biases to guard against. (4 marks)
 - iv. Maintenance of teams. (3 marks)
 - v. Benefits. (5 marks)
- b. Discuss ways of addressing stress in organizations. (5 marks)