



## **GARISSA UNIVERSITY COLLEGE**

*(A Constituent College of Moi University)*

**UNIVERSITY EXAMINATION 2016/2017 ACADEMIC YEAR THREE  
SECOND SEMESTER EXAMINATION**

**SUPPLEMENTARY/SPECIAL EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 374**

**COURSE TITLE: ORGANISATION LEADERSHIP AND MANAGEMENT**

**EXAMINATION DURATION: 3 HOURS**

**DATE: 28/09/17**

**TIME: 09.00-12.00 PM**

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### **INSTRUCTION TO CANDIDATES**

- The examination has FIVE(5) questions
- Question ONE (1) is COMPULSORY
- Choose any other THREE (3) questions from the remaining FIVE (5) questions
- Use sketch diagrams to illustrate your answer whenever necessary
- Do not carry mobile phones or any other written materials in examination room
- Do not write on this paper

**This paper consists of TWO (2) printed pages**

*Supplementary / special exam*

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*please turn over*

*Good Luck – Exams Office*



## QUESTION ONE (COMPULSORY)

### HUNTERS DECOY

John juma has been managing hunters decoy for the last 15years. His son peter, while on a tour of the factory, noticed many employees yawning and found himself doing the same. They smiled but no one seemed exited by the work they were doing. he knew something had to change. He had heard about a technique called job rotation, and he decided to try it out. He considers 'fun jobs'. After one week, productivity remained the same. He gave up.

During lunch break of the following week, peter was walking through the factory when he noticed Jacob one of the cutters writing something with a pen knife, it turned out to be a clock of wood that he had cut incorrectly and would have thrown it into the scrap heap, but liked it and asked Jacob to polish it and sell it to him as a 'odd duck' at a normal price. When it was ready, peter offered it to one of his regular customers who took a look and liked it, and asked if he could get a dozen of the same.

By the middle of the following month the 'odd duck' program was in full swing, workers were still responsible for producing the usual number of normal ducks, but were allowed to use company tools and materials. the response to the odd ducks program was so great that peter put up a board to post appreciated comments from customers.

### QUESTION ONE

- (a) Explain how the 'odd ducks' program enriched jobs at this company [10 marks]
- (b) Describe the reasons why the workers were motivated to participate in the odd ducts program [10 marks]
- (c) Explain the reasons why the job rotation program failed at hunters decoy [5 marks]

### QUESTION TWO

- (a) Political maneuvering is triggered primarily by uncertainty. Establish some of the common causes of uncertainty in organizations. [10 marks]
- (b) Politics is the competition for resources; identify several strategies that should keep dysfunctional politics on check. [5 marks]

### QUESTION THREE

- (a) Organization culture is the dominant pattern of shared beliefs and values. describe the manifestation of cultures [10 marks]
- (b) A specific situation requires greater or lesser use of skills at all levels of the organization. Identify with explanation the skills used by managers at various levels of the organization [5 marks]

### QUESTION FOUR

- (a) Some theorist and academicians distinguish managers from leaders based on different views. Establish these views. [10 marks]
- (b) Suggest the various managerial skills used by managers and their inter-relation within an organization. [5 marks]

### QUESTION FIVE

Discuss the variation of practices of effective and ethical leadership across nation and Cultures. [15 marks]

