INSTRUCTIONS:

1. Answer ANY 3 questions
2. Candidates are advised not to write on the question paper.
3. Candidates must hand in their answer booklets to the invigilator while in the examination room.
QUESTION ONE (20 MARKS)

Read the following case carefully and answer the questions that follow.
Mr John has been appointed as a leader in charge of a newly founded research and development department. As a new head of department, he is required to lead a team of 30 new employees towards achieving the strategic goals of the department and the organization at large.

- a) With reference to the case discuss and justify the leadership styles that John will adopt in steering his team towards achievement of the set goals (5 marks)
- b) Discuss how John will apply the principles of Tuckman Model of group development in establishing a cohesive and high performing group (10 marks)
- c) Explain five likely sources of conflicts that are likely to occur in the above case (5 marks)

QUESTION TWO (20 MARKS)

Perception is an important concept in the study of management and organizational behavior.

- a) Discuss why managers should understand the concept of perception in the workplace.
- b) Explain the main distortions or errors in interpersonal perception, Support your answer with practical examples (10 marks)

QUESTION THREE (20 MARKS)

- a) Change is inevitable in any business organization because of dynamic business environment. Discuss this statement using practical examples (10 marks)
- b) Explain reasons why employees resist change (10 marks)

QUESTION FOUR (30 MARKS)

Leaders are born and made. Discuss this statement using practical examples in the Kenyan context (20 marks)

QUESTION FIVE (20 MARKS)

As a team leader in ABZ company you have realized that there are some teams in the company that are performing very well while other teams are performing dismally.

- a) Explain the factors that contribute in making teams to operate effectively (10 marks)
b) Identify and explain strategies that can be adopted to build successful teams (10 marks)

QUESTION SIX (20 MARKS)

a) Organization development is concerned with attempts to improve the overall performance and effectiveness of an organization. Explain the importance of organization development to a modern business enterprise (10 marks)

b) Explain the five techniques used to collect data during an organization development process (10 marks)