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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR FOUR**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

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

**COURSE CODE: BHR 400**

**COURSE TITLE: LEADERSHIP AND MANAGEMENT**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 05/04/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) 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 THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

**CASE STUDY**

Four brothers Ahmed, Ali, Abdi and Mohat worked at UN, World Vision, World bank and Care Kenya as Project manager, Regional Manager, Chief Accountant and Human resource manager respectively. The four were born in a polygamous family of a paramount Chief Issack of Bula Njema in North Eastern Kenya.

As a result of the Covid 19 pandemic, Mohat lost his job at Care Kenya. As a way of assisting their brother, Ahmed, Ali and Abdi decided to come up with a brilliant idea of appointing their brother Mohat as the chief executive officer of a beverage production company they had just set up. Mohat took up the job offer but was left wondering how not to let down his brothers given the harsh economic times at that time and the threateningly competitive industry he was to venture into.

1. Which leadership theory can guide Mohat to ensure that the company attains profitability? **(3 marks)**
2. Since the product produced in the above case, is already flooded in the market, what strategies can Mohat use to ensure that his employees are well motivated in order for them to perform better than their competitors **(3 marks)**
3. Seemingly, the four brothers have held senior leadership positions in different organizations. Which leadership theory can explain this scenario? **(3 marks**)
4. State what management entails.  **(1 mark)**
5. Explain the ways in which management and leadership are different concepts. **(10 marks)**
6. Define the following:
7. Extrinsic motivation **(2 marks)**
8. Intrinsic motivation  **(2 marks)**
9. Decision making **(2 marks)**
10. Path-goal Theory of leadership **(2 marks)**
11. Bureaucratic Theory of Management **(2 marks)**

**QUESTION TWO**

1. As a Human Resource manager of company X, Explain the steps that you should follow while making crucial decisions**. (10 marks)**
2. H. Fayol, came up with the Administrative theory of management. Describe any five principles based on this theory. **(10 marks)**

**QUESTION THREE**

1. Describe five elements that Max weber’s bureaucratic theory emphasised. **(10 marks)**
2. Highlight the steps of rational decision making process model. **(10 marks)**

**QUESTION FOUR**

1. Compare and contrast the intuitive and the rational decision making models **(10 marks)**
2. Explain the following incentive methods, with examples.
3. Team bonuses **(2 marks)**
4. Sales incentives **(2 marks)**
5. Executive perks **(2 marks)**
6. Describe four reasons for motivating employees. **(4 marks)**

**QUESTION FIVE**

1. As a HR manager, when bombarded with all kinds of facts, opinions, news, and views (information overload), how would you ensure that you do not come up with a misjudgment? Briefly explain. (**6 marks)**
2. Explain the ways that the behavioral approach of management recommends for ensuring that workplace harmony is achieved **(4 marks)**
3. Using an illustration explain the vroom’s expectancy theory of motivation (**10 marks)**