

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

POSTGRADUATE EXAMINATION FOR THE AWARD OF MASTERS DEGREE IN  
BUSINESS ADMINISTRATION

MBAD 805: ORGANISATIONAL BEHAVIOUR

STREAMS: MBA

TIME: 3 HOURS

DAY/DATE: FRIDAY 8/12/2017

2.30 P.M - 5.30 P.M.

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INSTRUCTIONS:

- Answer ALL Questions.

QUESTION ONE

Simon Prince works as an accounts clerk in a large manufacturing organization and has worked there for seven years. He is known as an unassuming individual who quietly goes about his work. Over recent months his workload has increased dramatically. Many members of the accounting team have been away from work due to discontentment and Simon has had to do their work also.

Simon has tried explaining to his line manager, David Lowe, how he and the accounting team feel about the absenteeism and the increase in workload. The feeling among the accounting employees is that the manager is not listening and 'is following his own agenda'. Effective working relationship within the accounting department is now breaking down.

Last week Simon Prince had influenza and was away from work. He returned on Monday feeling tired and miserable. He has spent the last three days catching up on last week's work in addition to undertaking the work of Sally Simpson, the purchase invoice clerk, who is currently away from work.

It is 15.30 on Thursday and his line manager has just asked him to update cashbook and reconcile it with the most recent bank statement. At this moment in time, Simon is working on inputting sales invoices and has approximately two hours work left on this project. Stopping now would mean that he would have to leave the sales invoicing work and return to it tomorrow. He really does not want to do the new task now. Simon feels that he has had enough pressure. He has endeavoured to communicate with David Lowe and although Simon and the accounting department regard David Lowe as possessing poor interpersonal skill, Simon feels that he must now do something.

**Required:**

With reference to the above scenario,

- (a) Explain the kind of interpersonal skills and that Simon needs to possess to effectively communicate his feelings to Davis, the line manager. [10 Marks]
- (b) Explain the kind of leadership style that Lower, the line manager is using. [10 Marks]

**QUESTION TWO**

- (a) Organizational Behaviour is interdisciplinary in Nature. Discuss this statement. [12 Marks]
- (b) The needs and expectations of employees are ever changing. Explain what organizations can do to identify and address these changes to ensure a reasonably satisfied workforce. [10 Marks]

**QUESTION THREE**

- (a) Many organizational conflicts are as a result of personality clashes between individuals. In reference to Type A and Type B kinds of personality, discuss why the two may disagree in work operations. [10 Marks]
- (b) Although informal groups have been blamed for much industrial unrests in organizations, they can still be used to bring about positive impact. Discus this statement. [10 Marks]

**QUESTION FOUR**

- (a) Explain the components of high performing cultures. [10 Marks]
- (b) Explain the implications of McGregor's Theory X and Y for a manager working in an organization in the service industry. [10 Marks]

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