



MASENO UNIVERSITY

UNIVERSITY EXAMINATIONS 2012/2013

FIRST YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HOMA BAY CAMPUS)

MBA 804: ORGANIZATION BEHAVIOUR

Date: 21st July, 2013

Time: 2.00 – 5.00 p.m.

INSTRUCTIONS:

- ◆ Answer Question ONE and any other THREE questions.

Question 1

“Organizational behavior is a multidisciplinary study of organizational issues in management”. Justify this statement and illustrate your responses with good examples. (15 marks)

Question 2

- a) “While occupational stress and burnouts are documented as significant issues in the modern work environment, their levels have been seen to rise, especially if recent research on the topic is anything to go by. This suggests a critical analysis of Role Stress (and the ways through which roles can become stressful) as a distinct “stressor” in the work organization.” Discuss. (7 marks)
- b) Maimuna, a welfare officer in the social services department of the local authority, has recently complained to his line manager that he is overworked. He is doing long hours (sometimes a 50-hour week) and dealing with some difficult cases. He also claims that he is being deliberately undercompensated by his employer. The manager (Balachandra) while sympathizing with Maimuna’s circumstances is more concerned with keeping up to date with referrals flooding into the department. “We all have to work under pressure” she tells Maimuna, “its part of the job”. “If I had more funding I could hire more staff, but there’s no chance of that. As it is, you have to like it or lump it, I’m afraid”.

Study the case above carefully and explain the stress handling techniques available to Maimuna’s department but which, as is apparent from the case, Balachandra is not aware of. (8 marks)

Question 3

- a) Explain the concept of Transformational Leadership. (5 marks)
- b) “Leaders play a critical role in shaping and reinforcing culture in a firm”. In this context, explain the critical components that demonstrate how leaders reinforce culture in their firms. (10 marks)

Question 4

You have just been employed in the International Community Bank. You have noticed that there are several conflicts that are arising within the organization. Further, if something is not urgently done, all organization business will grind to a screeching halt.

- a) Outline the stages of conflict that management may understand how the state of affairs deteriorate to this.(5 marks)
- b) Describe the conflict management styles that can be used to manage or resolve these conflicts. (10 marks)

Question 5

- a) The idea that groups or teams in organizations go through various stages of growth was first developed by Bruce Wayne Tuckman (1965). His theory, called "Tuckman's Stages" was based on research he conducted on teams dynamics. He believed (as is common belief today) that these stages are inevitable in order for teams to grow to the point where they are functioning effectively together and delivering high quality results.

Analyse carefully the above paragraph and explain these stages. (7 marks)

- b) Discuss Incremental Change, Operational Change and Strategic Change in the context of Organizational Change. (8 marks)

Question 6

"Perception is a very unique concept that explains how individuals may differ from one another when they are engaged to perform similar tasks in the organization".

- a) Explain how individuals may differ within the perceptual process. (10 marks)
- b) Discuss perceptual errors that constantly affect the behavior of employees in Kenyan organizations. (5 marks)