



**FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025**

PROGRAMME: BPA

YEAR/SEM: YEAR 3/SEMESTER 2

COURSE CODE: PSM 3203

NAME: ORGANIZATIONAL POLITICS, CULTURE AND MANAGEMENT

DATE: 2025-04-17

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A Section A is compulsory and carries 40 marks. Answer all questions in Section A

Question 1:

Question one: Case Study on Organizational Politics and Culture

Universal Studios Ltd. is a company known for its innovative products and collaborative work environment. However, recent changes in leadership have led to noticeable shifts in the organizational culture and dynamics. The new Managing Director, Alex Chen, emphasizes flexibility and rapid results, fostering a competitive atmosphere among departments. This shift has resulted in increased political maneuvering as department heads compete for resources and visibility. Employees report feeling pressured to fit within the CEO's vision, leading to a divide between those who embrace the new direction and those who feel sidelined.

As the organizational culture evolves, some employees have begun to engage in political behaviors, such as forming alliances or undermining colleagues to gain favor with the leadership. The HR department has expressed concern about rising tensions and a decline in the overall morale. They are tasked with addressing these issues to maintain a productive and cohesive work environment.

Questions:

1. Identify the specific examples of organizational politics in the case study above explaining how their manifestations impact team collaboration and overall productivity? (10 marks)
2. What are the potential consequences of the increased political maneuvering within Universal Studios Ltd? Consider both short-term and long-term effects on employee morale and organizational effectiveness. (10 marks)
3. Discuss how this cultural change might affect employees' attitudes toward their work and their colleagues. (10 marks)
4. What strategies could the Heads of department employ to navigate this environment effectively? (10 marks)

Section B There are SIX (6) questions in Section B; Answer any THREE (3) questions.

Question 1:

- a) Compare and contrast power, authority, and Management. (10 marks)
- b) Explain how an individual can overcome the negative impact of organizational conflicts in the work place. (10 marks)

Question 2:

- a) Discuss the concept of organizational culture and its effect on you as an individual (10 marks)
- b) Critically analyze the organization culture in International University of East Africa and share what can be changed about it or what can be maintained about it (10 marks).

Question 3:

- a) Explain how organizational culture is learned and passed on through methods like artifacts, language, behavior patterns, and norms. (10 marks)

- b) Reflect on the above question (a) and explain how this transmission process can shape new employees and sustain the culture over time. (10 marks)

Question 4:

- a) Why is it important that the exercise of power and politics be handled in an ethical fashion? (10 marks)
- b) What might happen if employees felt that managers were using power in an unethical fashion? (10 marks)

Question 5:

Write short notes on the following:

- a) Intrapersonal conflict (5 marks)
- b) Interpersonal conflict (5 marks)
- c) Inter-group conflict (5 marks)
- d) Intra-group conflict (5 marks)

Question 6:

- a) Discuss the role that politics plays in diversity management? (10 marks)
- b) Explain what your organization or one that you are familiar with is doing to embrace diversity? (10 marks)