



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 1/SEMESTER 2

COURSE CODE: MBA 721

NAME: ORGANIZATION BEHAVIOR MBA

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 Attempt One question in section A. Marked out of 40 marks

Question 1:

Company A has been conducting business in the construction industry since 2017. The company employed more than 100 people. They are proud of their expertise and experiences in all parts of civil construction and their complete understanding of the construction business. It has presented them with challenges. It has also benefited them in becoming one of the successful companies. They assist with significant construction projects of all sizes. The company's initial objective was to provide services related to the construction of buildings, roads, and water supply systems. However, as time went on, the corporation's purpose grew to include, among other things, the construction of bridges, drainage systems, irrigation systems, sewage treatment facilities, and various industrial complexes. Company A, for example, has completed several government construction projects, including the municipal council hall, and is now working on the school building, exhibition hall and hawker stall, and bridge. They offer these services through a network of connections across the country and work hard to develop regulations and partnerships with our valued customers.

Company A was awarded a contract to build an exhibition hall in May 2021. The deadline for completion is seven months. Mr. Ali has been appointed as the General Manager of Company A, responsible for all building projects. He is highly devoted, decisive, and forthright. Mr. Nan, his Project Manager, is in charge of this building's exhibition hall. He has well-developed technical capabilities and extensive industry expertise. Both of them are the key person to making this project successful.

There was a problem with communication between site management and headquarters right away, especially between the general manager and project manager. It is well known that Mr. Ali enjoys working independently. In other words, he is not recognized for listening to other people's opinions. Mr. Nan is an accomplished professional in his area and younger than Mr. Ali. Mr. Nan repeatedly stated ~~th~~ he could not begin planning to do piling until he got further information from Mr. Ali because he was dissatisfied with the information he had received from him. Mr. Nan nearly quit the organization but ultimately decided to stay and sought assistance from other employees after realizing that crucial ~~comprats~~ were lacking on piling. He couldn't start preparing because he didn't have the necessary information. Mr. Ali directed him to start piling at the same time. Mr. Ali commanded him to begin the piling at the same time.

The MD made the first and most significant error in this instance. He miscommunicated the need for more ~~piling~~ efficiency to Mr. Ali, who had been doing it for more than five years because he could not comprehend why it was necessary. Neither the MD nor the head of quality adequately considered the communication problem with Mr. Ali. It was assumed that communication gaps would exist between the two. However, this cannot be used as an excuse to avoid promoting debate. Age disparity and respect in today's organizations is a crucial issue that has been studied for decades and that HR managers, MDs, and middle management in organizations need to understand thoroughly. Mr. Nan lost over three months without any preparation in the end. Cost the business a lot of time and money to find something that would have just taken a few days. Mr. Ali and Mr. Nan didn't get much better at ~~commuicating~~ Following the project, the head of quality ceased his efforts to foster communication between the two. Other projects did not produce the intended outcomes, and communication problems persisted. The MD likely never discarded the thought that Mr. Nan was unfit for the position. Production effectiveness fell. These "catastrophic" results were the result of a straightforward communication error.

- a) Discuss with illustrations the elements of the communication process (20 marks)
- b) Considering the above case scenario identify the communication challenges and how they can be remedied (10 marks)
- c) Suggest to the Board of Directors the way forward concerning every individual and position mentioned in the above case scenario to salvage Company A (10 marks)

Section B Attempt three questions in section B. Marked out of a total of 60 marks. Therefore each question is out of 20 marks

Question 1:

1. Using your guild at IUEA examine the pros and cons of groups in organizations (20 marks)

Question 2:

Organizational Behavior is a field of study that investigates how individual groups, and structures affect and are affected by behavior within Organizations. Discuss the plethora of disciplines that contribute to organizational behavior (20 marks).

Question 3:

Today it is no longer the IQ alone that is said to contribute to success in the work place. React! (20 marks)

Question 4:

1. Assess critically the relevance of functions of management to present day management in organizations. Illustrate your answers with reference to any organizations (20 marks)

Question 5:

Discuss the litany of motivational theories and how they can be applied to harness human behavior in the work place (20 marks).

Question 6:

Transformational leaders are perceived as those that inspire positive changes in both the employees under them and the organization as a whole. Elucidate the leadership styles you have studied with particular emphasis to transformational leadership (20 marks).