INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

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)

Question 2:

Case study

Public management is often mistakenly believed to be the same as public administration. While there is some overlap, the two disciplines actually make use of different sets of professional duties. Public management is a sub-discipline of public administration that involves conducting managerial activities in public organizations. Public managers carry out the managerial operations of public organizations. In practice, public management is meant to improve the quality and efficiency of services delivered by public organizations. Managers interpret the public policy to implement public services in ways that are expected to achieve the most desirable outcomes for the interests they serve. Public managers can operate in the internal and external management of public organizations. Internally, public managers must understand how to manage risk and change within their respective organizations. This demands that they stay informed of societal conditions that may impact their organizations' ability to function optimally. By acknowledging those risks, managers can act accordingly, taking preemptive measures to diminish identified risks and prepare their staff to adapt to the instability those adverse conditions may have on the organization. Externally, public management entails leading efforts to collaborate with private groups to support the adoption of public policy. In this capacity, public managers work with private citizens and other public organizations to keep public programs running smoothly. To do this, managers perform tasks such as coordinating public human resources to assist with specific projects or helping certain communities secure the necessary financing to implement public programs.

Question One:

a. Define the term **"Manager"** in public context, and explain the areas

that public managers possibly operate. **(15 Marks)**

b. Illustrate the similarities and the differences between public administration and public management in public context. **(15 Marks)**

c. Suggest why an employee needs to adapt him/herself to an "Organizational Behaviour" in order to maintain a healthy working environment. **(10 Marks)**

SECTION B

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

Question 1:

What are the 3 key/basic skills that you would require as a manager so as to execute your managerial tasks effectively? (10 marks)

Describe atleast five (5) other vital supplementary managerial skills that would be required to effectively accomplish tasks in the organization? (10 marks)

Question 2:

a) Identify five bases of power, and provide an example of each. (10 marks)
b) Which base (or bases) of power do you feel would be most commonly found in organizations? State reasons for your choice of response. (5 marks)
c) What is counterpower? Provide an example of counterpower from your own experience. (5 marks)

Question 3:

a) Explain what you understand by coercive power in an organization (3 marks)
b) What is the relationship between power dependencies and bases of power? (7 marks)
c) Compare and contrast the resource dependence model of power and politics with the strategic contingency model. (10 marks)

Question 4:

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 5:

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 6:

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 7:

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 8:

a) Examine the positive consequences of conflict in organizations. (10 marks)
b) Discuss the ways of managing conflicts in an organization (10 marks)

Question 9:

a) Examine the tactics to generate a favorable impression especially in a politically charged environment? (10 marks)
b) Explain what you understand by the **“7-38-55 Rule”** in Impression Management (10 marks)

Question 10:

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)

Question 11:

a) Identify the limitations of the Rational and Group think models/techniques in Decision Making. (10 marks)
b) Explain how these techniques can be improved. (10 marks)

Question 12:

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)