INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 1/SEMESTER 2
COURSE CODE: MBA 721
NAME: ORGANIZATION BEHAVIOR MBA

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

ATTEMPT ONE QUESTION

Question 1:

Organizational change refers to the process of a company altering its structure, strategies, processes, culture, or technology to adapt to internal or external shifts. This can involve changes to how the company is organized, how work is done, or the way it interacts with its environment. Effective organizational change requires managing the people side of the change, ensuring employees understand, believe in, and engage with the new ways of working**.**

(i) Explain organizational change management process (10 marks)

(ii) Explain types of organizational change (10 marks)

(iii) Explain the drivers of organizational change (10 marks)

(iv) Explain benefits of organizational change (10 marks)

Question 2:

Stress at work is a global problem that affects employees' health, well-being, and organizational productivity. When a person's ability and capability to handle demands of various sorts and combinations exceed those obligations, stress at work results. What one individual might find stressful, another could find challenging. Work-related stress might be experienced or not dependingon the job, the individual, and other elements (such as personal life and general health).

CASE SCENERIO

Jordan Emmanuel enjoyed his time in high school a lot. He put in more effort than most of his friends, was a decent student, especially in math, and somehow managed to start a relationship with Clara, the class valedictorian. He was hired as a summer intern by local surveyor Jerald Williams, and once he graduated, Mr. Jerald extended him an opportunity to work as the third man on one of his survey crews. Although the salary wasn't good, Jordan was already skilled in his career and thought all he needed was stable employment to give him the courage to propose to Clara. As soon as he did, everything moved quickly. He began working in June, Wed Clara in October, recruited her as a secretary at a nearby business form manufacturer, and a year later, the couple welcomed their first child.

Jordan was quite taken aback by the newborn. He had grown to appreciate the freedom his weekly income provided. Even though food and rent consumed his income, he continues to enjoy spending Sunday afternoons playing softball and a few nights a week playing hoops with his high school friends. But when the infant arrived, Jordan's brow wrinkled a little. Even at the age of 20, he wasn't earning much money. He requested and received his first increase from Mr. Jerald.

Two months later, just as Mr. Jerald's crews were overwhelmed with work, one of the crew chiefs resigned. Mr. Jerald hated to turn away work, so he appointed Jordan Emmanuel as crew leader, provided his team with some outdated tools that weren't up to the task of performing the specific job of the best crews, and gave them the simple title surveys available in the community. Jordan was forced to accept the crew of leader position due to the pay increase. But it frightened him. He had paid little attention to his old crew chief's training because he had never been ambitious or inquisitive Although he was at least somewhat adept at using the instruments, he awoke every morning dreadingthe duty that would be given to him.

In his first few months as a crew chief, Jordan started acting in ways his wife believed were inappropriate for him. He regularly speaks quickly that he would trip over his words, stammer, flush, and have to begin again. He also started smoking, which he hadn't done since they started dating. Heexplained to his two crewmates that smoking kept his hands from shaking while working on an instrument. They didn't smoke, so when Jordan started smoking in the truck as they waited for the rain to stop, they got angry and complained that he didn't have the right to harm their lungs as well.

Being the "boss" was something that Jordan struggled with, especially because one of his crew members was attending night school to earn an engineering degree, and they were both his age. PeterJohn, the scholar, would quickly succeed him. He was confident. Every time they worked closely together, he started snapping because he felt Peter John was watching him.

At home, things were also becoming tense. Because she had to quit her day job to care for the baby, Clara had to start working nights. She seemed to talk only of moving to California or Alaska, where she had heard surveyors paid five times what Jordan did, and they hardly ever saw each other. Jordan was aware that his wife felt her intelligence was being wasted and was unsatisfied with her employment, but he was unsure of what he could do to change it. He was surprised to discover drinking and worrying about the next day's work while spending the evenings at home with the infant had become a habit.

CONCLUSION

Jordan should have to cope with the tension in this situation daily as he tries to balance his personal and professional lives. Employees who work primarily to support themselves and their families are already under strain. It is feasible to handle stress before it overwhelms workers and becomes hard for them to manage themselves. The question is whether an employee can rely on programs and qualified counselors to ensure that whatever information they give them about their worries will remain private and secret. Employees who learn to cope with stress cooly will perform better on a personal and professional level and maintain a better work-life balance. Employees who face less workplace stress seem to be good in their physical, mental, and emotional health.

Using the above case scenario answer the following questions:

(i) Examine internal and external stressors (10 marks)

(ii) Examine positive and negative stress (10 marks)

(iii) Examine factors influencing work stress (10 marks)

(iv) Examine how managers can manage stress at the work place (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. (a) Examine the traditional organizational structures (10 marks)

   (b) Examine the modern emerging organizational structures (10 marks)

Question 2:

Discuss the pros and cons of organizational politics (20 marks)

Question 3:

(a) Examine with the aid of relevant examples organizational learning (10 marks)

(b) Examine with the aid of relevant examples organizational development (10 marks)

Question 4:

Discuss organizational change since the COVID 19 pandemic (20 marks)

Question 5:

(a) Explain with illustrations the communication process (10 marks)

(b) Communication is the lifeblood of an organization. React! (10 marks)

Question 6:

Discuss in detail the facets of organizational culture as presented in class (20 marks)

Question 7:

(a) Examine the Myers-Briggs Personality Type framework (10 marks)

(b) Examine the Big Five Model of Personality Dimensions (10 marks)

Question 8:

Discuss the major personality attributes influencing Organizational Behavior

(20 marks)

Question 9:

(a) Explain the 3 types of attitudes in Organizational Behavior (10 marks)

(b) Explain the 3 components of attitudes (10 marks)

Question 10:

Discuss with clear examples the factors influencing compensations in organizations (20 marks)

Question 11:

(a) Examine any 5 modern theories of motivation (10 marks)

(b) Examine the benefits of motivation (10 marks)

Question 12:

Discuss steps in developing good organizational values (20 marks)