INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 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

Question 1:

CASE STUDY

IMPORTANCE OF ORGANISATION CULTURE FOR BUSINESS SUCCESS

SynergyTech Solutions is a mid-sized IT services company with 400 employees. It started as a family-owned business 20 years ago but has grown rapidly in the past 5 years after partnering with international clients like Cocacola. The founder, Mr. Patel, always emphasized a *family-like*, *relationship-driven* culture, where business knowledge and influence were valued assets for business But when you partner with international clients, the business set up must be formalized beyond family level. Recently, a new CEO, Ms. Kamara, was hired to scale the company and modernize its operations. She believes the company must adopt a *performance approach driven by organization culture* in order to compete globally. She introduced a culture of weekly performance reviews by the managers, to assess profit increase and follow up of clients on the company database.

(a) Mention some of the benefits of business partnerships. (10marks)

(b) What are some of the skills used by successful leaders. (10marks)

(c) Give examples of practiced cultures in organisations known to you. (10marks)

(d) Why is organization culture an invisible but sustainable strategy for business success. (10marks)

Question 2:

CASE STUDY

IMPORTANCE OF ORGANISATION POLITICS FOR BUSINESS SUSTAINABILITY

Sadolin Solutions is a mid-sized product company with 400 employees. It started as a family-owned business 20 years ago but has grown rapidly in the past 5 years after partnering with international clients like Coca-Cola. The founder, Mr. Patel, always emphasized a *family-like*, *relationship-driven* culture, where business knowledge and influence were valued assets for business but when you partner with international clients, the business set up must be formalized beyond family level.

Recently, a new CEO, Ms. Kamara, was hired to scale the company and modernize its operations. She believes the company must adopt a *performance approach driven by organization culture* in order to compete globally. She introduced a culture of weekly performance reviews by the managers, to assess profit increase and follow up of clients on the company database.

(a) Mention some of the benefits of business partnerships. (10marks)

(b) What are some of the skills used by successful leaders to influence decisions. (10marks)

(c) Give examples of practiced cultures in organisations known to you. (10marks)

(d) Why is organization politics an invisible but sustainable strategy for business sustainability. (10 marks)

SECTION B

Answer ONLY 3 Questions in Section B

Question 1:

Select an organisation of your choice to aid your study to understand some of the

variables that drive successful leadership.

(a) Explain the term organization politics. Use examples drawn from your

organization of choice. (10 marks)

(b) How does organization culture help with staff motivation. (10 marks)

Question 2:

Give a detailed narration of how emotional intelligence helps leaders in day to day administration and sustainability of organization flow. (20 marks)

Question 3:

(a) Explain the difference between Authority and Influence. (10 marks)

(b) Why is it important to apply authority and influence in organisation leadership. (10 marks)

Question 4:

Use your gathered knowledge of public administration to state the difference between Political Politics and Organization Politics. (20 marks)

Question 5:

Organizational culture is the invisible glue that holds a company together and influences every aspect of how work gets done and how people feel about their workplace. M ention some of the characteristics of organisations with effective organisations culture in place. (20 marks)

Question 6:

An effective manager needs to be equipped with knowledge, power, authority, influence and emotional intelligence as parameters of leadership.

Give a detailed explanation of the relevancy of ONE of the qualities below in modern day management.

(i) Power of knowledge

(ii) Power of authority

(iii) Power of influence

(iv) Emotional intelligence. (20 marks)

Question 7:

Explain how “Gareth Morgan” writes about Politics as part of organizational life. (20 marks)

Question 8:

Use one of the management theorists, to explain the role of management team

in organization growth. (20 marks)

Question 9:

How do focused leaders create perfect environments that foster health work environments. (20 marks)

Question 10:

(a) Explain any four sources of conflict in an organization. (10 marks)

(b) How do managers use their expertise to resolve conflicts. (10 marks)

Question 11:

Give your understanding about a situation where a graduate CEO fails at business growth and an O level CEO excels in the business growth. (20 marks)

Question 12:

Explain the methods through which an organization's culture can be communicated

to new employees. (20 marks)