INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 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 in section A. Marked out of 40 marks

Question 1:

Numerous leadership styles can be influenced by a person's personality, settings and surroundings, and the application of science and technology. Conceptually there are ten (10) kinds of leadership styles, including autocratic leadership style, bureaucratic leadership style, transactional leadership style, transformative leadership style, visionary leadership style, paternalistic leadership style, charismatic leadership style, and Militaristic Leadership Style. Each of these leadership styles has a distinctive character and leadership spirit. Therefore, it also has a different impact on performance.

Every policy or decision made by leadership is expected to be carried out by employees with obedience and compliance. Why is this the case? Because there are still other things that influence these employees' loyalty, such as the leadership's exceptional attitude and discipline. Ideally, every employee always carries out his duties following the authority attached to his position and is full of enthusiasm or not, full of responsibility or not depending on how the leader manages the organization, and all of it is based on the results of work (performance). Given the many factors and indicators that can affect employee performance, it all depends on the condition of leadership. The presence of organizational leaders is critical to the organization's progress toward accomplishing its vision, purpose, and goals. How does leadership style impact performance in the following matric form discussion?

Triple Tree (TT) is a manufacturer of various machinery for the furniture industry. Starting operations in 2003, the Company employs specialist services to market machinery and equipment and supply maintenance services. In the first stages, the sales executive team was led by Mr Asri, a manager who adopted the leadership style of laissez-faire. His team was allowed discretion in making decisions. Almost 60% of the 80 sales executives were dedicated, while the rest were uncommitted and had low sales. Mr Jason Wong, known as Mr Big, is a top sales executive who records annual sales of almost $6 million yearly. Some sales executives only record sales of $100 000 peryear.

In 2014, Tabao Tools Limited, a Chinese manufacturer of tools, bought the entire TT stock. Mr Brendon has been appointed as the latest sales manager. Brendon thinks drastic action needs to take and increase TT sales which have slumped by almost 40%. Brendon is concerned that TT will lose its status as a market leader in Malaysia. Brendon advocates using diverse leadership styles to increase the sales team's effectiveness. Brendon also discovered that sales executives spend far too much time on sales tasks. Brendon informed the sales team that he would review sales performance weekly during the sales meeting. Each executive is assigned a sales objective that must meet. Any sales expenditure above $300 must first obtain his consent. Brendon also asked his staff to meet him for advice and guidance to achieve the sales target.

Brendon thinks this innovative approach must use because there are significant differences between the sales achievements of each sales executive. In addition,

sales executives, who recorded low sales volumes, also incurred high sales expenses, which included accommodation, flight, and spare parts expenses. Jason disagreed with Brendon's innovative approach. Jason thinks most sales executives have over 25 years of experience and are dedicated to managing their customers. They are also knowledgeable in technical aspects and are wise to handle their duties without supervision. Jason was also displeased to have to see Brendon regularly to get confirmation of sales expenses, such as booking air tickets. According to Jason, Brendon was not knowledgeable in technical aspects and unable to guide the sales team on this aspect.

a) Which leadership style is Brendon using and why? (5 marks)

b) If you were Brendon what leadership style(s) would you use and why? (10 marks)

c) What steps are necessary to resolve Mr. Bigs concerns? (10 marks)

d) Using the above scenario discuss the communication process (15 marks)

Question 2:

Performance is the result or level of success of a person over a certain period in carrying out a task compared to various possibilities, such as standards of work results, targets, goals, or criteria that have been predetermined and have been mutually agreed upon (Rivai and Basri, 2005). Meanwhile, Mathis and Jackson (2006) state that performance is what employees do or do not do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and working group in the company. The quantity and quality of work will not create without the planning, division of labor, work system, motivation, control, and evaluation of the organization's leadership. As for the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work. As a result of work, it has a size or comparison.

Therefore, as a comparison of performance is a work standard, if the work results are higher than the work standards, it says to be good or high performance, but on the contrary, if it is lower than the work standards, it is said that the performance is bad. The factors that affect performance are effectiveness and efficiency, authority, discipline, and initiative. Effectiveness and efficiency factors in the world of work are closely related to time, the sacrifices made to achieve goals, and the results achieved. If it is with a small sacrifice and can achieve maximum results, it is said to be effective, but if it is related to a long time and results that are not best in achieving the goal, it is inefficient. The authority factor (authority) is related to position, rank, or class following their responsibilities and consequences in carrying out work (Robbins, 2006). The quality of work is measured by the employee's belief in the results of their work and perfection in carrying out work.

The quantity of work is measured from the amount of work obtained. As for punctuality this is a sure way ensuring chances of high performance. Independence is related to work commitment since it is measured by the time it takes to complete work in the first stated time and is regarded from the point of coordination with output outcomes and maximizing the time available for other activities. A high level of commitment to one's career will result in a high level of self-esteem. Discipline is another factor that influences performance. Discipline is defined as an act of respecting and seeing laws, regulations,

employment contracts, or norms set up in the organization. If violating one of the above means violating discipline, it will impact the deficient performance. Another indicator that affects performance is initiative. The initiative is defined as creativity in formulating ideas or ideas to help achieve the organizational goals set. Usually, creativity is associated with innovation and as a form of intellectual property.

Reflecting on the above answer the following questions:

a) Elaborate the contribution of communication to organization success (10 marks)

b) Elaborate the importance of attitude to organizational performance (10 marks)

c) Elaborate the three (3) levels of analysis in organizational behavior (10 marks)

d) Elaborate the behaviors that may be categorized as indiscipline in any organisation (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:

In today's organizations it is no longer the IQ alone that is said to contribute to success in the work place. Human Resource Managers are increasingly turning to EQ, SQ and AQ. React! (20 marks)

Question 2:

a) Discuss the factors that contribute in forming an individual's personality. (10 MARKS)

b) If you are manager in a fast-paced tech firm what kind of personality traits would you prefer among your employees and why? (10 MARKS)

Question 3:

a) Discuss the causes of conflict in the work place (10 marks)

b) Discuss the benefits of conflict management in organizations (10 marks)

Question 4:

Examine the significance of globalization to organizational behaviour? (10 marks)

Examine the significance of organizational culture in organizations (10 marks)

Question 5:

a) Elucidate any two motivational theories you have studied (10 MARKS)

b) Discuss practical methods a HRM can use to motivate employees (10 MARKS)

Question 6:

Elucidate clearly the ERG theory by Clayton Alderfer (10 marks)

Compare and contrast Alderfer and Marlow’s needs theories (10 marks)

Question 7:

Explain the types of organizational conflicts (10 MARKS)

Explain the possible benefits of managing stress in organizations (10 MARKS)

Question 8:

Elucidate the phenomenon of organizational politics (10 MARKS)

Elucidate the phenomenon of organizational change (10 MARKS)

Question 9:

Examine the concept of personal stressors (10 MARKS)

Examine the concept of organizational stressors (10 MARKS)

Question 10:

Explain the types of organizational values (10 marks)

Explain the benefits of organizational values (10 marks)

Question 11:

Explicate the effects of organizational stress (10 marks)

Explicate the strategies organizations can use to cope with stress (10 marks)

Question 12:

Write short notes of the following leadership styles

a) Transactional (5 MARKS)

b) Transformational (5 MARKS)

c) Participative (5 MARKS)

d) Autocratic (5 MARKS)