



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

Department of Business Administration

UNIVERSITY EXAMINATIONS FOR DEGREE IN:

MASTER OF BUSINESS ADMINISTRATION

BMG 5103: ORGANIZATIONAL BEHAVIOUR

SPECIAL AND SUPPLEMENTARY EXAMINATIONS

SERIES: JULY 2025

TIME: 3 HOURS

INSTRUCTIONS

YOU should have the following for this examination:

- Answer Booklet, examination pass and student ID
- This paper consists of FIVE questions.
- Attempt **ONE (COMPULSORY) AND ANY OTHER THREE.**

Do not write on the question paper

Question ONE

CASE STUDY: READ THE CASE BELOW AND THEN ANSWER QUESTIONS THAT FOLLOW

ETHICAL DILEMMA: Credit Where Credit Is Due

You are preparing for the weekly team meeting, during which each team member shares a new idea that they have been working on that week. One idea in particular receives very positive feedback. The idea sticks with you as incredibly innovative,

and you remark to your coworker, Aiden, “Wasn’t that a great idea that Alex shared?” You are surprised to see that Aiden, who is almost always in a good mood, has a disgruntled look on his face. “I thought so too when I was researching and preparing to present the idea to the team myself,” Aiden responds. “Well, I have to say I’m surprised Alex would do something like that. What do you plan to do then?” you ask. You are not quite sure what you would do in this situation either. Although your company is a proponent of collaboration, it is also a proponent of recognizing team members’ unique contributions. Alex has a conflicted look on his face and pauses a moment. “I suppose since I hadn’t presented the idea to the team yet, it is not technically my idea. On the other hand, I put a lot of work into researching the idea, and Alex knew this because I shared it with her. I didn’t think that she would completely take the idea as her own. But Alex and I work together frequently. I do not want to create an uncomfortable situation.” Finally, after a long pause, Aiden says more confidently, “I’m not going to say anything. I think I was overacting.” “Well, it is your decision, I suppose,” you hesitantly respond as Aiden is already making his way back to his desk.

Questions

- a) What, if any, are the ethical issues in play in this situation? (6 marks)
- b) Do you agree with how your coworker plans to handle the situation? Why or why not? (10 marks)
- c) What do you think would be the ideal decision in this situation, and why? Does the ideal decision differ from what your coworker proposes? (10 marks)
- d) What do you think will be the consequences of your coworker’s actions? (4 marks)
- e) How do motivation and intention play a role for both you and your coworker? (10 marks)

Question TWO

- a) What are the key employability skills gained from studying OB? (10 marks)
- b) A friend suggests that organizational behaviour courses are useful only to people in management careers. Discuss the accuracy of your friend’s statement. (10 marks)

Question THREE

a) A provincial government department has high levels of absenteeism among the office staff. The head of office administration argues that employees are misusing the organization's sick leave benefits. However, some of the mostly female staff members have explained that family responsibilities interfere with work. Using the MARS model, as well as your knowledge of absenteeism behavior, discuss some of the possible reasons for absenteeism here and how it might be reduced.

(10 marks)

b) Describe the elements of self-concept and explain how each affects an individual's behaviour and well-being. (10 marks)

Question FOUR

a) Outline the main features of a global mindset and justify its usefulness to employees and organizations. (10 marks)

b) How are personality and stress related? (10 marks)

Question FIVE

a) Discuss three ways to improve perceptions, with specific applications to organizational situations. (10 marks)

b) Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations. (10 marks)