



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

MSC HUMAN RESOURCE MANAGEMENT/MASTER IN BUSINESS

ADMINISTRATION/MSC FINANCE

BMG 5103: ORGANIZATION BEHAVIOUR

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2024

TIME: 3 HOURS

DATE: Pick Date Dec 2024

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

Attempt **Question One (Compulsory)** and Any Other **THREE** Questions

This paper consists of **FIVE** questions. Attempt **Choose** instruction.

Do not write on the question paper.

Question ONE

CASE STUDY

MNAZINI LTD

At Mnazini Ltd a technology company that develops virtual collaboration software for new companies, Bina is a new manager. One of the biggest challenges he has faced is that the team that he is managing is well established and because he is an outsider, the team members haven't yet developed trust in him.

Two weeks into his new employment, Bina held a meeting and discussed all of the changes to the remote work agreements as well as implementing new meeting requirements for each employee to have a biweekly meeting scheduled with him to discuss their projects. The team was outraged, they were not excited, and the following

days he wasn't greeted in a friendly way; in addition, his team seemed less engaged when asked to participate in team functions.

Diana is also a new manager at Mnazini who started at the same time as Bina, in a similar situation where she is a new manager of an existing team. Diana was able to hold a meeting the first day on the job to listen to her team and get to know them. During this meeting she also told the team about herself and her past experiences. Additionally, she held one-on-one meetings to listen to each of her team members to discuss what they were working on and their career goals. After observation and discussion with upper management, she aligned her own team goals closely with the skills and experiences of her new team. She met with the whole team to make changes to a few policies, explaining why they were being changed, and set the strategy for the team moving forward.

Because she got her team involved and learned about them before implementing her new strategy, this was well received. Her team still had questions and concerns, but they felt like they could trust her and that they were included in the changes that were being made.

Required:

- a) From the Mnazini case what challenges can a new manager encounter when starting to manage an existing team? (10 marks)
- b) As a consultant at Mnazini advice the managers and supervisors on what strategies can a new manager implement to ensure that their new team is engaged with them and build relationships to succeed in their new role? (10 marks)
- c) Organizational behavior is the field that seeks knowledge of behavior in organization setting by systematically studying individual, group and organizational process. Discuss four types of organization culture. (10 marks)
- d) The concept of group dynamics are the behaviors and psychological processes that occur within or between social groups. Evaluate five main elements of group dynamics. (10 marks)

Question TWO

- a) Define perception and discuss the factors that influence it. (10 marks)

- b) Critically analyze attribution theory and list the three determinants of attribution. (10 marks)

Question THREE

- a) A leader influences and inspires their followers. Discuss the Five styles of leadership styles according to the Managerial Grid. (10 marks)
- b) Discuss the reality of politics in organizations. What is the impact of politics in resource allocation in an organization? (10 marks)

Question FOUR

- a) Analyze the shortcuts individuals use in making judgments about others. (10 marks)
- b) Personality can be described as a rich tapestry of inner psychological characteristics that both mold and mirror an individual's thoughts and behaviours within their surroundings. Discuss the key determinants of personality and attitude. (10 marks)

Question FIVE

- a) Organizational Behavior (OB) is the study of how people interact in group settings. Discuss how an organization can apply principles of organization behavior to make an organization successful. (10 marks)
- b) Discuss the elements of organization structure and its applications in designing structure. (10 marks)