



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

MSC HUMAN RESOURCE MANAGEMENT/MASTERS IN BUSINESS

ADMINISTRATION/MSF FINANCE

BMG 5103: ORGANIZATION BEHAVIOUR

END OF SEMESTER EXAMINATION

SERIES: MARCH 2025

TIME:3HOURS

DATE:Pick DateMar2025

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. AttemptChoose instruction.

Do not write on the question paper.

Question ONE

CASE STUDY

Kalama enjoyed his time in college 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 Pumula, the class favorite. He was hired as a summer intern by local surveyor Juma Waweru and once he graduated, Mr. Juma extended him an opportunity to work as the third man on one of his survey crews. Although the salary wasn't good, Kalama was already skilled in his career and thought all he needed was stable employment to give him the courage to propose to Pumula. As soon as he did, everything moved quickly. He began working in June, had a wedding in December, recruited her as a secretary at a nearby business form manufacturer, and a year later, the couple welcomed their first child. Kalama 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 football and a few nights a week playing at the beach with his college friends. But when the infant arrived, everything changed. Even at the age of 25, he wasn't earning much money. He requested and received his first increase from Mr. Juma. Two months later, just as Mr. Juma crews were overwhelmed with work, one of the crew chiefs resigned. Mr. Juma hated to turn away work, so he appointed Kalama as crew leader, provided his team with some outdated tools that weren't up to the task of performing the specific job of the best crews, and gave them the simple title surveys available in the community. Kalama 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 dreading the duty that would be given to him. In his first few months as a crew chief, Kalama 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. He explained to his two crewmates that smoking kept his hands from shaking while working on an instrument. They didn't smoke, so when Kalama 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 Kalama struggled with, especially because one of his crew members was attending night school to earn an engineering degree, and they were both his age. Zeibi, the scholar, would quickly succeed him. He was confident. Every time they worked closely together, he started snapping because he felt Zeibi was watching him.

At home, things were also becoming tense. Because she had to quit her day job to care for the baby, Pumula had to start working nights. She seemed to talk only of moving to the West, where she had heard surveyors paid five times what Kalama did, and they hardly ever saw each other. Kalama 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.

Required:

- a) In what ways was Kalama and Pumula attempting to manage their stress? Can you recommend any improved techniques? (10 marks)
- b) Discuss organization behavior models that an organization can employ. (10 marks)

- c) Fondo has little patience for formality or hierarchy. The organization lines mostly run horizontally, not vertically. There are no walls or departmental barriers. Elucidate on the characteristics of mechanistic and organic organizations. (10 marks)
- d) Assess the link between perception and decision-making. (10 marks)

Question TWO

- a) What is creativity? Discuss the three-component model of creativity. (10 marks)
- b) Asses why might a charismatic leader exhibit unethical behaviors; and explain what researchers proposed as a way to reduce the likelihood of such ethical problems. (10 marks)

Question THREE

- a) Discuss the employment relationship in the new work environment. (10 marks)
- b) Explain and differentiate between the Four types of organizational justice. (10 marks)

Question FOUR

- a) Change will not occur unless there is motivation to change. Critically analyze Kurt Lewin's three-stage model of planned change, and show how it can be used to motivate change. (10 marks)
- b) Delegation is easy to talk about, but many managers find it hard to do. Discuss barriers to delegation and show how we can overcome these barriers. (10 marks)

Question FIVE

- a) Kazungu and Ohara an involved in some argument in the aspects of conflict in an organization. The former Kazungu feels conflict should not be encouraged in an organization while the later Ohara feels otherwise. Evaluate this statement and develop an argument for and against conflict in an organization. (10 marks)
- b) Human beings are a combination of physiological system as well as individual behavior or human behavior is the set of actions performed by an individual. Discuss the concept of emotional intelligence and show an organization can foster EI. (10 marks)