



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2017/2018
FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION

BBA 824: ORGANIZATIONAL BEHAVIOUR

DATE: Thursday, 23rd November 2017

TIME: 5.30p.m-8.30p.m

INSTRUCTIONS:

Answer Question ONE and any other THREE Questions

Question One-Case study

Michael Ferro believes that an occasional kick in the pants is good for employee motivation. Ferro is the 31 year-old founder and CEO of Click Interactive Inc. a Chicago- based software design firm. The company provides systems that enable 24-hour, worldwide electronic ordering, tracking and communication between manufacturers and their distributors suppliers, and customers over the Internet Clients include Mitsubishi. Motorola and Omron Electronics.

Ferro has created what he calls " the penalty box" for his programmers who are burned out or who act overly cocky. In actuality this is a temporary assignment from a few weeks to a few months in the company's sales department. While those chosen may see such a stint as a penalty. Ferro focuses on the positive it gives isolated programmers new experiences and broadens their responsibilities.

The punishment part of " the box" is that all sales people including programmers on temporary assignment, are required to wear professional business attire at all times. This is in contrast to the more typical jeans and T-shirts worn by the programmers on the job. Among programmers, who value their informal dress and insulated lifestyle, wearing suits id somewhat in miliating.

In addition, most programmers don't popularly like giving up the cloistered existence of working full-time on their computer.

Instead of writing software, the temporary sales assignment requires programmer to call on customer. This isn't easy for people who are used to spending the day in front of a computer and who have chosen this profession to a large degree because of the job's distribution and independence.

While there is a stigma attached to being temporarily assigned to sales, some of the programmers acknowledge the value of the assignment Jim Heising for example, admits he's gained valuable insights into customers while forced to sales calls. Now the company's chief technician Heising says that although sometimes customers' requests are far fetched, other times they come up with great ideas that can actually be implemented.

While Click is only three years old, the company is growing rapidly. In a marketplace where it has to compete against monstrous corporations, such as IBM, Ferro believes that being different can pay dividends.

(a) If you were a click programmer, what would you think about being assigned to the penalty box? (5marks)

(b) At a time when most managers are encouraged to coddle their employees, would you counsel Ferro to change his "motivation" system? Explain your answer (5marks)

(c) Discuss FIVE features of a sound motivational system (10marks)

(d) Discuss how can a manager in an organization use the ERG motivation theory to improve organizational performance? (10marks)

Question Two

- (a) "It is not possible for an organization to perform optimally if communication within it is poor" Discuss this statement clearly outlining the importance of effective communication in an organization. (5marks)
- (b) Discuss how organizational communication can be improved? (5marks)

Question Three

As a leader in an organization discuss how can you use the various types of power to improve organizational performance? (10marks)

Question Four

- (a) One of the challenges that leaders have to deal with frequently are conflict within the organizations. Discuss any five sources of such conflicts. (5marks)
- (b) Suggest Five ways in which such conflicts can be managed. (5marks)

Question Five

When designing a comprehensive organizational structure, leaders need to address various key elements which include

- (a) Work Specialization
- (b) Departmentalization
- (c) Chain of command
- (d) Span of control
- (e) Centralization and decentralization
- (f) Formalization

Discuss any FIVE of them, highlighting why each one of them is important. (10marks)