



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2018/2019

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER IN
LEADERSHIP AND GOVERNANCE

APL 808:ORGANIZATIONAL BEHAVIOUR

DATE: Friday, 5th April 2019

TIME: 5.30 p.m. - 8.30 p.m.

INSTRUCTIONS:

ANSWER QUESTION ONE AND ANY OTHER TWO

QUESTION ONE (COMPULSORY) (30 MARKS)

Bower's Organization

Helen Bowers was stumped. Sitting in her office at the plant, she pondered the same questions she had been facing for months: how to get her company's employees to work harder and produce more. No matter what she did, it didn't seem to help much. Although Helen grew up in the family business, she never understood her father's approach. Jake had treated his employees like part of his family. In Helen's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Helen took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help.

She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. From the day Helen took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time. She also decided to shut down the company softball field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion. Helen also announced that future contributions to the firm's profit-

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sharing plan would be phased out. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. She stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. All in all, Helen thought, things should be going much better. But that was not happening. In desperation, Helen finally had hired a consultant.

Suppose you are the consultant

- a) Identify the historical approach to organizational behavior that Helen was using and give your reason to support your answer [2 marks]
- b) Identify and explain five concepts from the field of organizational behavior that this case illustrates [10 marks]
- c) Explain five areas that you would advise Helen to improve on as the leader of her team? [5 marks]
- d) Using examples from this case discuss the four approaches to organizational behavior [8 marks]
- e) Using a diagram explain to Helen the Maslow's theory of motivation and its implication leading her employees towards achieving organizational goals [5 marks]

QUESTION TWO (15 MARKS)

- a) Explain the five reasons why it is important for leaders to understand human behavior [10 marks]
- b) Explain five fundamental concepts of organizational behavior [5marks]

QUESTION THREE (15 MARKS)

- a) Explain four decision roles that a leader must play in order to solve organizational problems on the basis of the environmental information received. [8 marks]
- b) Explain seven personality factors in an organization [7 marks]

QUESTION FOUR (15 MARKS)

- a) Discuss five components of the learning process [10 marks]
- b) Explain five sources of power in an organization [5 marks]

QUESTION FIVE (15 MARKS)

- a) Explain the four characteristics of mature groups
- b) Discuss seven barriers to effective communication.

[8 marks]

[7 marks]