



MUEO

MOI UNIVERSITY

**OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC
AFFAIRS, RESEARCH & EXTENSION**

**UNIVERSITY EXAMINATIONS
2014/2015 ACADEMIC YEAR**

THIRD YEAR END OF SEMESTER IV EXAMINATIONS

EXECUTIVE MBA PROGRAMME

EXAM CODE:- BBM 360

**COURSE TITLE:- ORGANISATIONAL THEORY &
BEHAVIOUR**

DATE:- 22ND SEPTEMBER, 2014 TIME:- 9.00A.M. – 12.00 NOON.

INSTRUCTION TO CANDIDATES

➤ SEE INSIDE.

THIS PAPER CONSISTS OF (2) PRINTED PAGES

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Instructions to the candidates

Answer **Question One** and any other **Three** questions

QUESTION ONE

Charles Brown was a gifted and talented mechanical engineer. He had earned his bachelor's degree from a prestigious university and passed his professional engineering exam on the first try. Rather than going to work right away, he received a scholarship from another prestigious engineering school and got his master's degree.

When he started his career, he went to work for one of the best engineering firms in the country. He was well liked and well respected by his colleagues. He impressed management in the way that he took charge of projects and solved problems. He was progressing well in the company and made senior engineer in four years. It usually took people five to seven years to get promoted to senior engineer. The money was good and the raises were predictable.

The environment of the engineering firm was friendly and open. The managers were always available to talk to Charles about projects or anything that was on his mind. The peers were friendly and the environment was collegial and not competitive. The comment was often made that everyone around here are team players. The company definitely had a family type atmosphere. The company paid for all the employee benefits and let people take up to ten days off per year for personal reasons in addition to giving employees ten paid holiday days and ten paid vacation days. The company tried to keep employees from working evening and weekends if at all possible. The company CEO often said the family should come first and their employees needed to be home in the evenings and on weekends. No one ever worked on Sunday as the company was built on the principle that Sundays were God's days. Although the company did not advocate that people go to church on Sunday, the officers generally did attend the church of their choice. Everyone seemed to appreciate the fact they had Sundays off and on most weekends had Saturdays off.

Charles also had a good home life and was in excellent physical condition. He had married his high sweetheart, Mary, after finishing his college work. They had a nice home in the suburbs. They had one child, a two-year old girl, and another child on the way. Mary often commented on how much she loved Charles and the way he treated her. Charles also was admired by his in-laws as being a real stand-up man and a good husband to Mary.

Charles had an excellent reputation in the community. He was a deacon in his church. The pastor often commented how fortunate the church was to have a deacon like Charles. He was also the youngest ever chairman of the local Lion's Club. Lion Charles had built a reputation of getting things done at the club. Before being chairman, he had lead several community activities and fund raisers. Charles' neighbors were also positive about him. They often commented that Charles and his family were assets to the neighborhood.

Everything was definitely going Charles' way when he was approached by a rival engineering firm to come work for them. Charles generally blew the guy off because he was very happy where he was. One day while having lunch, Charles was approached by the recruiter again. As Charles was about to dismiss the man in as tactful a way as possible, the man said just hear me out and then you decide what you want to do. The man offered Charles \$10,000 more per year than he was making. Charles said that he was not interested. The man left and promised to see him again. Later that week, the man called Charles at his home and offered him \$20,000 more than he was making. Charles then agreed to meet with the man. The man came prepared with a contract and told Charles to take it home and think about it.

Charles went home and began talking to Mary about the deal. Mary indicated that she was happy just the way things were, but he wanted to make the move that she would stand behind him. Charles thought about it for a while and decided that \$20,000 is a lot of money and he would not have to leave town to take this job. Charles turned in his two week notice at his company. People there tried to persuade him to stay, but they could not match his new offer. The company gave him a going away party and wished him well with his new job.

When Charles arrived at his new company, he was surprised to see a very different kind of organization. People generally kept to themselves. People were also very competitive and viewed Charles as a threat to their jobs. When introduced to one engineer, he was told that if you wanted to get ahead in this organization you are going to have to beat me out and that is not going to be easy. The management there insisted that projects get finished on a tight timetable. This meant working evening and weekends. The stress was high in this organization as people jockeyed for position and attempted to save their jobs. There was always the threat of being fired if messed up. When the first month's paycheck was given to Charles, he was shocked to see less money that he thought he was going to get. When he asked about it, he was told that the employees paid all the benefit costs here. When he asked about days off, he was told that he got ten holidays and five vacation days.

The longer he was in the organization, the worse the situation got for Charles. He was under a constant threat of being fired and now had to work most weekends to save his job. He had become a no-show at church and Lion's club. He was eventually removed from office in the Lion's Club and as deacon at the church. The neighbors began to complain about the condition of his lawn. Mary and the now two children barely saw him at all. When they did see him, he was always short-tempered. Even his family

noticed that he had changed for the worse. Charles realized that he had made a terrible mistake and the extra \$20,000 per year could not fix. Even the extra \$20,000 a year was only \$6,000 after he paid for his benefits. Even his doctor noticed changes in Charles as his weight and blood pressure had both increased since changing jobs.

QUESTIONS

- a) Compare and contrast the organization's culture the first and second companies that Charles worked for and how the cultures impacted him. **(15 marks)**
- b) What do you feel should be the appropriate action for Charles to make with his current situation? **(9marks)**

QUESTION TWO

- a) Discuss the schools of thought on organizational conflict **(6marks)**
- b) Distinguish between constructive and destructive conflict. Illustrate your answer with examples **(6marks)**

QUESTION THREE

- a) "Human behaviour is generally caused and predictable". Discuss **(8 marks)**
- b) What is organizational effectiveness? **(4marks)**

QUESTION FOUR

- a) Explain the stages in group development. **(8marks)**
- b) Why do informal groups emerge in an organization. **(4marks)**

QUESTION FIVE

Explain in detail the classical conditioning experiment and the findings of the study. **(12 marks)**

QUESTION SIX

- a) Discuss the major behavioural science disciplines that contribute to organizational behaviour. **(6marks)**
- b) What are the major challenges facing today's organizations and management? Briefly describe their developments. **(6marks)**