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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 13th April, 2022
Time: 2.30pm –4.30pm

KGM 305 - ORGANIZATION BEHAVIOUR

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Glenn is a senior software designer for a software company known as Lamar Ltd. His life changed the day his boss, Arthur, left the company for a new position. Arthur's hands-off management style really worked for Glenn. Arthur allowed Glenn to design new software programs with minimal interference. Together they produced a wide range of new products. Arthur's replacement, Mike, works very differently. Within the first week of his arrival, he had a meeting with Glen. In the meeting he said, "I believe in hands-on management," Mike explains. "I don't accept laziness at work and I require detailed daily reports from my employees regarding the status of their projects."

At the end of each business day, Mike insists on meeting with Glenn to go over his report, point by point. He questions Glenn regarding the design decisions he makes. Glenn is shocked to find himself defending his software models. After just one month under Mike's management style, Glenn feels tired, irritated, undermined, and frustrated. His new boss is driving him crazy. Glenn believes that the reports are a waste of his time, and he resents having to justify his design choices. "I'm so busy substantiating my work, I'm not able to accomplish anything."

For several weeks, Glenn obsesses about his new situation. He can't stop thinking about Mike, talking about Mike, complaining about Mike. In his mind, he plays and replays imagined conversations where he summons the courage to tell Mike off and prove him wrong. Glenn talks about Mike to his wife for hours. When his wife can't listen anymore he calls his best friend, Hal. Finally, Glenn's fifteen-year-old son walks into the living room and casually remarks, "Dad, you're out of control. This guy Mike is running your life. Chill out."

In that moment, Glenn realizes he's hooked. His negative feelings and thoughts about his new manager are making him miserable. Before Mike became his boss, Glenn enjoyed his work and appreciated his employer. Now he constantly feels frustrated and upset. Instead of focusing on Mike's shortcomings, Glenn decides to try changing his own reaction first.

Required

- a) Explain the different leadership styles adopted by Arthur and Mike. (6 marks)
- b) Highlight the manner in which stress effected Glenn's life and performance. (6 marks)
- c) Identify the strategies Glenn could adopt to deal with the situation. (6 marks)
- d) As an expert in organization behavior, advise Mike on the importance of understanding the employee behavior. (6 marks)
- e) Assess ways in which effective communication could have helped Glenn and his boss Mike improve their relationship (6 marks)

QUESTION TWO (20 MARKS)

- a) Perception can positively uplift an organization behavior or negatively affect it. Explain the influence of perception on organization behavior (6 Marks)
- b) Examine the challenges managers face in organizations in organizations today. (8 Marks)
- c) Managers are tasked with keeping the workplace organized and efficient both for themselves and for their team. Discuss benefits that accrue when a manager has knowledge of organization behavior. (6 Marks)

QUESTION THREE (20 MARKS)

- a) Analyse the influence of group dynamics on the performance of organisations. (6Marks)
- b) Examine the factors that an individual employee can consider when managing work-related stress (6 Marks)
- c) Every person is considered to have a unique personality. Explain the factors that affect individual personality. (8 Marks)

QUESTION FOUR (20 MARKS)

- a) Motivation can emanate from with an employee with a passion and desire to work. Evaluate the importance of motivation in the workplace. (10 Marks)
- b) Discuss ways in effective communication affected the performance of organization during the Covid-19 pandemic period. (10 Marks)

QUESTION FIVE (20 MARKS)

- a) There is a school of thought that argues that Leadership is situational. Analyse the characteristics of situational leadership. (10 Marks)
- b) Change is inevitable for any successful organization. Assess the factors that lead to resistance to change in organisations. (10 Marks)