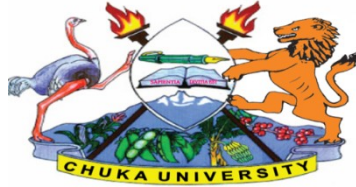


CHUKA



UNIVERSITY

### UNIVERSITY EXAMINATIONS

### EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION

**MBAD 805: ORGANIZATIONAL BEHAVIOUR**

**STREAMS: Y1S2**

**TIME: 3 HOURS**

**DAY/DATE: THURSDAY 7/10/2021**

**8.30 A.M – 11.30 A.M**

#### INSTRUCTIONS

**Answer question one and any other three questions**

#### **QUESTION ONE**

Pain is spreading down my arm. Twenty of us, seated in ten rows to a beach, are paddling furiously aboard a 40 ft dragon boat. It is a disconcerting, not to mention exhausting experience. As we plough down the Thames in London's Royal Albert Dock, we take orders from a helmsman and keep time to a drum. It's almost as if we are slaves in a galley, except we are supposed to be doing this for fun. I am racing with the Thames Dragon Boat Club, and I am quickly learning that perfectly synchronized paddling is the key to survival. Without it there is no way to generate speed through the water.

'Watch the strokes at the front of the boat and keep in time with them, shouts team coach Liam Keane, seated beside me in the boat. Ideally, we want everyone's paddles entering and exiting the water at exactly the same time. You could have twenty enormous beef cakes powering a dragon boat, but if they are not paddling in time with each other, they won't be effective.'

'When people first start this sport, they just go for power,' Keane adds. But you need to get into a team mentality. Get your timing locked in and feel the rhythm of the boat.' His voice starts to waver as the helmsman suddenly barks out the orders to increase the pace, at which the 10-year-old drummer, Amy, seated at the prow, ups the tempo accordingly. We have reached 65 strokes a minute, which is close to race pace. My arms and shoulders are beginning to protest as the lactic

acids builds up, and my heart pumps wildly. Although each paddling action is identical, one has to concentrate hard to get the timing and the angle of entry into and out of the water just right.

On more than a few occasions I catch a crab and splash the right ear of the female paddler in front of me with ice – cold water. In due course I get my own dousing courtesy of the chap sitting behind me, who is also a beginner. There is neither the time nor the spare breath to apologize. I am told later that we achieved a top speed of about 8 knots. With a full crew of experienced paddlers in a race situation, this might reach 9 knots. The tight teamwork required and the simple technique make dragon boating the perfect corporate team sport. ‘Anybody can do this,’ Keane stresses. ‘You can put a bunch of novices into a boat and within ten minutes they are paddling. You couldn’t for that with rowing because its more of a fine art. They end up capsizing the boat.’

Paul Coster, the club chairman, insists that dragon boating is the truest of all team sports. ‘The camaraderie is so important’ he says. ‘We train together, we race together, we get drunk together. That’s why lots of companies do this. Its great for team building.’”

Back on the water, our practice is beginning to pay off. Suddenly we all lock into the same rhythm paddler in perfect unison. It almost feels as if we have ceased to be separate athletes and have joined forces into a single entity, like a shoal of fish or a flock of birds. And for a blissful moment, I forget the pain.

- (a) Explain why dragon boat racing can be a useful means of turning groups into teams.

[10

marks]

- (b) What can we learn from the case about the importance of the ‘informal’ aspects of organizations?

[7 marks]

- (c) What problems could the informal group or organization cause for managers in an organization with a highly diverse workforce?

[8 marks]

- (d) Examine the kind of problems a supervisor would confront if all his subordinates had an external locus of control and show what can be done to influence employee beliefs about the causes of work outcomes.

[15 marks]

**QUESTION TWO**

- (a) Explain the meaning of ‘psychological contract’ highlighting the key expectations that employees may have of their organizations and what they may believe the employer expects of them. [13 marks]
- (b) Explain the significance of organizational behavior. [7 marks]

**QUESTION THREE**

- (a) ‘The success of a business organization depends upon the quality of its leadership’. Explain this statement by specifying the types of leadership commonly used in business organizations. [15 marks]
- (b) Explain the various sources of power possessed by a manager. [5 marks]

**QUESTION FOUR**

- (a) People are similar yet they are different. Discuss this statement clearly examining the factors that determine individual behavior. [10 marks]
- (b) Examine Maslow’s Hierarchy of needs theory of motivation clearly indicating how the theory can help a manager in motivating employees. [10 marks]

**QUESTION FIVE**

- (a) Discuss the three levels of organizational culture articulated by Schein and point out the various functions of culture. [14 marks]
- (b) Explain four sources from which individuals’ attitudes are derived. [6 marks]
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