
CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

THARAKA CAMPUS

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

MBAD 805: ORGANIZATION BEHAVIOUR

STREAMS:

TIME: 3 HOURS

DAY/DATE: TUESDAY 11/12/2018

2.30 P.M. – 5.30 P.M.

INSTRUCTIONS:

- **Answer all questions**
- **Don't write anything on this question paper**

QUESTION ONE

TRAVEL & TOUR COMPANY LTD

You are the recently appointed General Manager of Travel & Tour Company Ltd (T&TC), which is located in a large town. The company specializes in travel and tour operations and is made up of various operating units. These operating units are Finance Division, Marketing Division, Operating Division and Recreation Division. All these divisions are headed by general managers who are served by several officers under them.

The organization has been quite successful in the past, given that for a period of about three years it has earned profits amounting to Ksh 2.5 billion. However, with the changing times, it has been realized that the company sales has been going down and last year, this greatly affected the earnings per share.

The Board of Directors has ordered a probe into the affairs of the company to find out the causes of decline in performance. One of the revelations after the probe was that the decline was due to poor quality of goods and services. It also revealed that there was no teamwork among General Managers and this has led to unnecessary intergroup conflict. Further it was also noted that employee involvement and participation was low and this affected their satisfaction and commitment.

The probe committee was also informed that since the company started talking of rationalization and streamlining of activities, many workers' morale and attitude had been affected and this was evident in various ways. There have been a bigger number of people attending the Health Clinic than before, while a number of workers have been reported absent for various reasons. Many workers have also been arriving at work late while others are resigning despite the efforts made to replace them. In general the working morale has been very low.

As chief executive officer of the company you realize that there are a number of things that need to be changed if the company will survive in this difficult economy.

Required:

- (a) With illustrations from the case study, discuss the major challenges facing T & TC and possible solutions thereof. (10 marks)
- (b) Explain the techniques you could use to deal intergroup conflict in this company. (10 marks)
- (c) Discuss the various ways General Managers could apply to promote cohesiveness among their work groups. (10 marks)
- (d) Critically examine personality attributes that may help to explain and predict employee behaviour. (10 marks)

QUESTION TWO

- (a) Mintzberg (1973) identified a set of behaviours attributable to managers' jobs in business and management organizations. Discuss this set of behaviours. (10 marks)
- (b) Analyze the characteristics and qualities of effective leaders in business organizations in Kenya. (10 marks)

QUESTION THREE

- (a) Explain how McGregor's Theory X and Theory Y of motivation helps in understanding human behaviour in public organizations in Kenya. (10 marks)
- (b) Discuss the factors that play an important role in the development of any corporate culture. (10 marks)

QUESTION FOUR

- (a) Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. With relevant examples, discuss how the characteristics of the perceived or target influence a person's perception. (10 marks)

- (b) An attitude is an evaluative statement or judgment concerning objects, people, or events.
Examine the characteristics of attitudes (10 marks)
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