

CHUKA UNIVERSITY

MBAD 805: ORGANISATIONAL BEHAVIOUR

RESITS MAY 2025

ANSWER QUESTION ONE AND ANY OTHER THREE

QUESTION ONE

John is a new manager of product information for a national firm which wholesales electrical components. He's proud because he was assigned a 'tough' office right out of management training. He's challenged because he can see as clearly as everyone else in the office that the work is not getting done on time – and that mistakes are far above the 2 per cent target. And he's scared because he finds himself utterly incapable of figuring out what he ought to do to make things better.

In the office there are 35 female employees, ranging from recent high school graduates in their first job to experienced middle-aged housewives. Their job is to provide salesmen in the field with current information about price, availability and delivery times of an exceptionally large inventory of electrical equipment and supplies.

John noted that salesmen often were unable to get through quickly to information clerks. Since salesmen's calls usually were made from customer offices, this meant that they were left holding the telephone of a client for up to 10 or 15 minutes waiting for a clerk– while both the salesman and the customer became increasingly impatient. Errors were excessive. The clerks were also often abrupt and unfriendly to the salesmen when they called.

Susan had been a thorn to John though she was only less than one year as a clerk. Susan alone created as many problems as a dozen other clerks taken together. She had tried to talk with him once but he showed no interest. Susan appeared to be leader of informal group. Yesterday, John gave a memo about expected effective communication and improved work procedures and quality that he expected from the clerks. As John entered his office this morning, the clerks were outside. Susan shows up unannounced at his office, with a long list of complaints about him and the work and tells him directly, "what is contained in your yesterday's memo cannot work". Then she storms out to join her colleagues.

Required

- a) In the light of the case, identify the kind of personality processed by Susan and show whether it fits in the Personality Type A or Type B characteristics. (10marks)

- b) There seems to be a strong informal movement with Susan as the group leader. Discuss the characteristics of informal groups and indicate the role of the group leader (10 marks)
- c) Advise John on the right approach that should be taken to contain the situation clearly showing the factors that may have influenced his perception towards Susan (10 marks)

QUESTION TWO

- a) Using the Managerial Grid, discuss the various leadership styles indicating the weaknesses associated with each (12 marks)
- b) Outline the steps proposed by Kotter in successful change implementation (8 marks)

QUESTION THREE

- a) Explain the importance of employee motivation (10 marks)
- b) Outline the assumptions of Theory X by McGregor and clearly show the style of management that can be adopted based on the theory. (10 marks)

QUESTION FOUR

- a) Explain the functions of culture and point out the limitations of power oriented culture (10 marks)
- b) Discuss the steps that should be followed in decision making showing the advantages of group decision making .(10 marks)

QUESTION FIVE

- a) Discuss the various disciplines that inform the field of organizational behaviour (12 marks)
- b) Explain the key attributes of effective leaders. (8 marks)