



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

SEPTEMBER-DECEMBER

CAMPUS: ROYSAMBU-EVENING (ON -LINE)

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: MBA 503

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

EXAM DATE: APRIL 2023

TIME: 6.00PM- 9.00 PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question 1 and any other three questions.

SECTION A: Question One (Compulsory)

Market leader Safaricom PLC has continued to dominate the Telcom industry albeit global economic challenges. Integrity is fundamental to its commercial sustainability and investor trust. Safaricom Board of Directors and Executive Committee (ExCo) remain committed to the highest levels of corporate governance, ethical management and responsible control and regard this as being vital to their success and continued market leadership. Creativity and innovation have remained key pillars of competitive advantage and constant environmental scanning to remain regionally competitive.

Required

- a) Discuss the characteristics of effective management portrayed by Safaricom PLC

In the quest to maintain market leadership position (4 marks)

- b) Examine the leadership style that has sustained Safaricom PLC as market leaders in the Telecommunication Industry in the region. (6

marks)

SECTION B: Answer any three Questions

Question Two

- a) Virtual teams have become the norm in organizations. At first this seemed the breakthrough of the century until employees started getting restless online. Outline four disadvantages of virtual teams that have emerged post Covid-19 pandemic (4 marks)

- b) Explain three advantages of group decision making over individual decision making in the modern firm

(6

marks)

Question Three

- a) Employee motivation has gained popularity amongst workers globally. It has become a key Human Resource policy guideline in most organizations. Discuss four advantages of extrinsic motivation using examples from the work place

(4 marks)

- b) Explain three common stressors facing both employers and employees and the coping strategies they employ

(6

marks)

Question Four

- a) Communication is often seen as the pivot of organizational balance and growth. Discuss the benefits of using e- communication in organizations post covid-19 pandemic

(4

marks)

- b) Organizational culture has become part of the brand image in the global market. Assess the benefits of having a strong organizational culture to a given firm by citing

relevant examples

(6

marks)

Question Five

- a) Conflicts are disagreements of differing opinion held by members of an organization. Scholars opine that not all conflicts are detrimental to firm growth. Briefly explain four hidden advantages of conflicts in organizations citing relevant examples

(4 marks)

- c) Discuss the three third party conflict resolution methods giving relevant examples

(6

marks)

Question Six

- a) Decentralization is taking center stage in organizational restructuring worldwide.

Contrast the tall and the flat organizational structure citing relevant examples (4 marks)

- b) Change is the new normal in the daily running of organizations. Scenario planning has become part of employee on-boarding training in most organizations. Explain the four reactions exhibited employees to planned change in organizations

(6 marks)

THE END