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: DECEMBER 2021

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)

Good governance is the foundation upon which Safaricom builds and sustains value. Integrity is fundamental to 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. Safaricom Governance Charter regards the following as characteristics of good corporate governance: Discipline- the commitment by senior management to adhere to behavior that is universally recognized and accepted to be correct and prudent. Transparency and disclosure-the ease with which an outsider is able to access information relating to the organization and to make meaningful analysis of the actions of the company, its economic fundamentals and pertinent non-financial aspects. Independence-the extent to which mechanisms have been put in place to minimize or avoid potential conflicts of interest. Accountability-which individuals or groups within a company, who make decisions or take actions on specific issues, need to be accountable for their decisions and actions. Adherence to laws and regulations- the Board must act responsively and responsibly, complying with all relevant laws and regulations, and allowing for corrective action and the penalizing of nonadherence or mismanagement. Fairness- the systems within a company must be balanced and take into account all those that have an interest in the company and its future. The rights of various groups have to be acknowledged and respected, and the company must continually focus on stakeholder value engagement .Social responsibility-a well-managed company will be aware of, and respond to, social issues, placing a high priority on ethical standards.

Required

a) Outline four attributes of effective leadership portrayed by the company's charter (4 marks)

b) From the foregoing story what type of leadership style is displayed by the top managers of Safaricom Limited. (3 marks)

c) Describe their style as market leaders in the Telecommunication Industry in the region. (3 marks)

SECTION B: Answer any three Questions

Question Two

a) Virtual teams have become the norm in organizations. Outline four characteristics of virtual teams that make them more effective than physical teams in the face of the ongoing Covid-19 pandemic (4 marks)

b) Explain three advantages of group decision making over individual decision making (6 marks)

Question Three

a) Differentiate between intrinsic and extrinsic motivation using examples from the work place (4 marks)

b) Explain three stress management strategies both employers and employees can apply to reduce work related stress (6 marks)

Question Four

a) Outline the challenges of using e- communication in organizations today (4 marks)

b) Assess the benefits of strong organizational culture to a given firm and give examples (6 marks)

Question Five

a) Briefly explain four sources of conflicts in organizations today (4 marks)

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

(6 marks)

Question Six

a) Highlight two structural changes that most organizations have adopted in the last two years due to the effects of the COVID-19 pandemic (2 marks)

b) Explain the four reactions to change according to Elisabeth Kubler-Ross Model

(8marks)

THE END