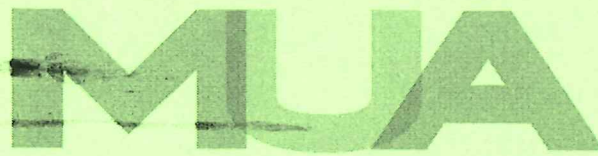


The
Management
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UNDERGRADUATE UNIVERSITY EXKHADIDJATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

**BML 201/BCM 313/HRM 231: ORGANIZATIONAL BEHAVIOUR/
ORGANIZATIONAL THEORY AND
BEHAVIOURS**

DATE: 31ST JULY 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the ExKhadidjation answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

LEADERSHIP ORIENTATION

Biashara is a leading company in the development and manufacturing of a broad range of custom hardware solutions. The company prides itself and is well known for being refreshingly honest and straightforward in its dealings with customers and employees, and in its ability to deliver difficult projects on time. Khadidja has been a senior manager at Biashara for four years and leads a team in the --custom services area of the company. In a recent survey, Khadidja scored above average in the competency, Inspires and Motivates Others to High Performance. Her report also indicated that her manager, peers, and direct reports saw this competency as a critical one for someone in her position. Some of the written comments in her survey indicated that if she demonstrated and applied this competency more often, it would have a significant positive impact on her success on the job.

Mrefu is one of Khadidja's direct reports who has worked at Biashara for more than nine years and whose historical performance has been excellent. It is generally known among the team that Mrefu doesn't have as strong a technical background as most of his colleagues. At the same time it is also well known that he has a very efficient work style and puts in any extra hours needed to meet personal and team goals. He transferred from a different group and joined Khadidja's team almost two years ago. Unfortunately, Mrefu has had several performance setbacks on the job over the last three months. One of them revolved around some critical missed assignments and late deliveries Khadidja had assigned him two projects with some stretch goals that were not easy for Mrefu to hit, but had made those assignments specifically to give him development opportunities he had requested.

This approach was typical for her, as she generally has a positive approach and displays confidence in her team members. She had worked together with him on his plans, and had checked in regularly with him during the weeks leading up to the delivery dates. Each time she was assured by him that everything was on track. There were very visible failures that ended up impacting the performance of

Khadidja's entire team. The other setbacks were related to workplace confrontations he had at different times with several of his teammates following the missed assignments.

Khadidja has met often with Mrefu during these last few months. She moved quickly to call out his missed responsibilities and improper behavior, wanting to be clear to him and the team that she was holding him accountable for his actions. She spent a good deal of time with Mrefu to get his perspective, trying to understand what was behind Mrefu's unusual behavior and to help him get back on track. During her meetings with him, she sometimes downplayed the seriousness of the situations in order to make him feel better about himself. During Khadidja's coaching meetings with Mrefu over the last two weeks, she learned that there are several things that are likely contributing to Mrefu's recent performance issues. He shared some personal financial and family issues that clearly had him worried. He was also concerned about some process and role changes on the team that Khadidja instituted a few months ago that have caused changes in his day-to-day work responsibilities.

Mrefu has accepted Khadidja's feedback and recognized and taken responsibility for his actions. Although his personal issues are improving, they're still an obvious worry to him. He's also clearly stuck on how to handle the changes in his job. One of Khadidja's greatest concerns is how to get this formerly excellent performer back on track and contributing more, despite Mrefu's obvious discouragement and lack of confidence

Required:

- a) Compare and contrast the personal characteristics that differentiate Khadidja leadership abilities and Mrefu's personal attributes. (8 Marks)
- b) By Identifying the four leadership skills, discuss the skills possessed by Khadidja. (8 Marks)
- c) Identify two causes of stress to Mrefu as brought out in the above excerpt. (6 Marks)

- d) "During her meetings with him, she sometimes downplayed the seriousness of the situations in order to make him feel better about himself".

Using Maslows Need hierarchy theory, explain the need that Khadidja was addressing. (3 Marks)

QUESTION TWO

- a) Analyze the Varieties of Decisions made in organizations. (8 Marks)
b) Discuss the Strategies for handling change resistance. (7 Marks)

QUESTION THREE

- a) Assess any three models of organizational behaviour. (6 Marks)
b) "The classification of conflict is often made on the basis of the antecedent conditions that lead to conflict."
Discuss this statement. (9 marks)

QUESTION FOUR

- a) Propose the guidelines for developing political skills. (6 Marks)
b) Suggest the ways that organize benefits from Informal Groups. (9 Marks)

QUESTION FIVE

Assess the advantages and disadvantages of the diverse organization structures. (15 marks)

QUESTION SIX

- a) Demonstrate three components of attitude. (6 marks)
b) Analyze nine factors that determine job satisfaction. (9 marks)