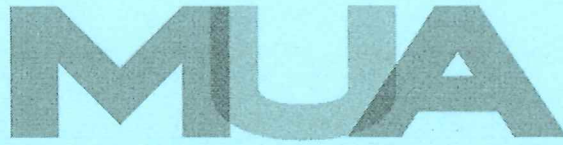


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
DEGREE OF BACHELOR OF COMMERCE

BML 201/BCM 313/ HRM 231: ORGANIZATIONAL BEHAVIOUR

DATE: 6TH DECEMBER 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 Examination answer booklet provided.

QUESTION ONE

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

ORGANIZATIONAL STRUCTURE AND CULTURE OF PAMOJA GROUP

Pamoja is one of the most successful business empires today establishing itself in diverse industries including mobile telephony, retail, music, financial services and travel. Pamoja Group's success has been credited to the founder and CEO, Richard Mwelevu. Mwelevu's beliefs and philosophies are deeply rooted in the corporate culture of Pamoja Group. Pamoja has established more than 300 companies, employing around 50000 people in 30 countries. Many wrongly assume Pamoja to be a multinational. Each of the 300 odd companies of Pamoja operates separately and Mwelevu serves as shareholder, chairman, and public relations supremo. Most of them are operating companies that own assets, employ people, and offer goods and services. These operating companies are owned and controlled by about 20 holding companies.

Pamoja has a very complex structure. It has been termed both as a brand franchising operation as well as a keiretsu(a group of organizations, each of which owns shares in the other organizations in the group, and all of which work together to further the group's interests). Furthermore, such a large organization with a complex structure needs to be organic in order to be able to adapt to changes in its environment. An organic structure promotes flexibility, and people can adapt quickly to changing conditions.

Considering each of the individual companies as a department providing a unique product or service, it is evident that they exhibit product departmentalization. Product departmentalization is the division of the departments of an organization based on the type of product or service offered. For example, Pamoja Mobile offers cellular services while Pamoja Records is a music label. However, the structure of Pamoja is so complex that it is necessary for it to not just have one type of departmentalization. For instance, Pamoja Mobile has operations in many different countries. As such, the type of service varies in each of these countries. In addition, type of service and products also varies depending on the customer base hence exhibiting customer departmentalization. Since Pamoja Group of companies exhibit

so many types of departmentalization, the organization as a whole is said to have a hybrid structure. This multi-divisional approach helps Pamoja to easily adapt to the cultural, technological and other forces in the region it expands to.

The division of labour and the hierarchy is also an important aspect of an organization's structure. The number of levels of authority, the control, and the amount of communication are key factors in the proper working of an organization. The companies are part of a family rather than a hierarchy. They are empowered to run their own affairs, yet the companies help one another, and solutions to problems often come from within the Group somewhere. In a sense, Pamoja is a commonwealth, with shared ideas, values, interests and goals. Mwelevu himself has provided all his employees with the authority to make unsupervised decisions based on their intuition rather than following a chain of command. Mwelevu personally interacts with employees on a regular basis discussing ideas and receiving feedback. Pamoja expresses self-sufficiency and effective communication. Pamoja has a flat hierarchical structure and this enables quick and efficient decision making.

Since Pamoja comprises of so many companies, along with a decentralized structure, it should show some signs of organizational bureaucracy. However, Mwelevu has ensured since the beginning to minimize bureaucracy as much as possible since he strives to flatten the hierarchy. The efficiency of the employees is enhanced under Mwelevu's leadership who emphasizes a wide span of control and self-management. Mwelevu's skepticism of organizational hierarchy and a formal structure has contributed to organizational cohesiveness to a great extent.

Much of Pamoja Group's culture is influenced by Mwelevu's personal philosophies. Just as his employees are important to him, so are the customers Pamoja serves. The ability of Pamoja to operate effectively with almost a non-formal structure is because of its unique organizational culture. The culture of Pamoja reflects Mwelevu's casual nature, his disrespect for hierarchy and formal authority, commitment to employees and consumers and his belief in hard work and responsibility. This influences all of the companies in Pamoja and its organizational culture. This in turn, enables Pamoja to provide an environment in which talented, ambitious people are motivated to do their best and strive for a higher level of performance.

Pamoja describes itself as a “family” emphasizing its informal but strong belief system and values. Possessing such a culture enables Pamoja to have effective coordination among its various departments. Working as a community rather than a corporation, instills the ability to communicate effectively among the many companies in the Group. The management cares for the welfare of the employees and allows them to work in a free environment. Because of these primary beliefs and values, Pamoja has been able to compete, thrive, and challenge new business opportunities. As mentioned before, Richard Mwelevu has managed to instill his belief system into all of his employees and this has motivated them to strive to perform better.

Required:

- a) Evaluate the view that Pamoja Group has three types of organization structure. (10 Marks)
- b) Examine the elements of organizational culture evident at Pamoja group of Companies. (9 Marks)
- c) Discuss the advantages brought by Mwelevus style of leadership. (6 Marks)

QUESTION TWO

- a) Discuss the organizational factors that influence politics. (5 Marks)
- b) Assess the key personality traits that are relevant to the job market. (10 Marks)

QUESTION THREE

- a) Propose the various benefits that an organization can realize from motivating its work force. (9 Marks)
- b) Assess the following models of decision making. (6 Marks)
 - i. The Rational-Economic Model: In Search of the Ideal Decision
 - ii. Normative model
 - iii. March and Simon’s Administrative Model of Decision Making

QUESTION FOUR

- a) Evaluate the contribution of scientific management theory to the study of organizational behaviour. (5 Marks)
- b) Examine the various levels of conflict at the work place. (10 Marks)

QUESTION FIVE

- a) Analyze the important features of goal-setting theory. (5 Marks)
- b) Propose the benefits of informal groups in organizations. (10 Marks)

QUESTION SIX

- a) Enumerate the steps Lewins Force field analysis. (10 Marks)
- b) Demonstrate five ways of managing stress. (5 Marks)

