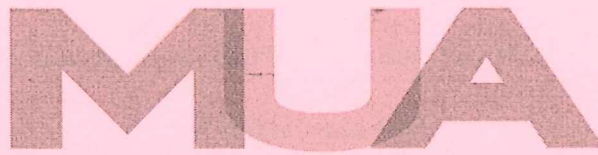


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF COMMERCE/ BACHELOR OF EDUCATION ARTS**

BML 201/BCM 313/HRM 231: ORGANIZATIONAL BEHAVIOUR

DATE: 24TH MARCH 2025

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 in a Social Service Agency

Case Overview: The nonprofit organization *Community Care Alliance* provides various social services, including counseling, housing assistance, and job training, to low-income individuals and families. The organization has grown significantly over the last five years, expanding its staff, services, and partnerships with other community agencies. However, as it has grown, the organization has faced challenges related to its structure, affecting communication, service delivery, and staff morale.

Community Care Alliance currently uses a **functional organizational structure**, where the agency is divided into departments based on specialized functions such as case management, outreach, counseling, and administration. Each department operates under the leadership of a manager, who reports directly to the Executive Director. While this structure worked well when the organization was smaller, employees have recently expressed frustration with communication issues between departments, unclear reporting lines, and duplication of efforts.

For example, case managers often struggle to coordinate with the outreach team, leading to delays in services for clients. Additionally, because decisions are centralized with the Executive Director, employees feel that they have limited decision-making power in their day-to-day work, which has caused frustration and decreased morale. The Executive Director, Sarah, is aware of these issues and is considering restructuring the organization to improve efficiency and staff satisfaction.

Sarah is contemplating two potential restructuring options:

1. **Divisional Structure:** Under this structure, the organization would be divided based on the different types of services it offers (e.g., housing services, counseling services, job training). Each division would have its own leadership team and operate semi-independently, allowing for more localized decision-making and clearer communication within each division.

2. **Matrix Structure:** This structure would create cross-functional teams that include members from different departments (e.g., case managers, outreach workers, and counselors) who work together on specific projects or service areas. This approach is intended to improve collaboration and reduce silos between departments.

Sarah must consider the potential benefits and challenges of each option before making a decision. She also needs to ensure that any changes to the organizational structure align with the organizations

Required:

- a) Propose the advantages of the three organizational structures in the case study. (6 Marks)
- b) Compare and contrast any other three types of organizational structures that Sarah may consider. (9 Marks)
- c) Suggest the procedure that one would use to effect change using the force field analysis. (10 Marks)

QUESTION TWO

- a) Discuss the factors that influence organizational politics. (8 Marks)
- b) Analyze seven ways of managing stress at the work place. (7 Marks)

QUESTION THREE

- a) Examine the factors that influence job satisfaction. (10 Marks)
- b) Discuss the importance of motivation in a job environment (5 Marks)

QUESTION FOUR

- a) Assess the key personality traits that relate to the work behavior. (10 marks)
- b) Enumerate the role of human resource management in change management. (5 Marks)

QUESTION FIVE

- a) Justify the study of organizational behaviour. (5 Marks)
- b) Discuss the possible consequences of organizational conflicts. (10 Marks)

QUESTION SIX

- a) Evaluate the characteristics of an effective team. (8 Marks)
- b) Suggest some methods one can use to promote ethical decision making. (7 Marks)