

UGANDA MARTYRS UNIVERSITY

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

COURSE NAME: MANAGEMENT & ORGANISATIONAL BEHAVIOUR

COURSE CODE: MBA 1101

DATE: 22.04.2022

Time allowed: 3 hours

Instructions to Candidates:

Read the following before answering the examination questions.

- i) Use of relevant examples will earn you credit
- ii) The paper has two sections: A and B
- iii) Choose 2 questions from section A and 2 questions from section B



Question One

Behavioral theorists believed that a better understanding of human behavior at work, such as motivation would improve productivity. With reference to any two theories of the following personalities discuss the above statement and give illustrations from a work setting

- a) Abraham Maslow: Pyramid of needs
 - b) Herzberg: 2 factor theory
 - c) Victor Vroom: Expectance theory
- (25 marks)

Question Two

Suppose you are in charge of the production department of a manufacturing industry. Explain the four steps you will follow in ensuring proper quality control. You are free to propose a case study for your illustration. (25 marks)

Question Three

Suppose you are the Vice Chancellor of Uganda Martyrs University. A two years consultancy has proposed several changes that will give Umu a good competitive edge over other African Universities. The consultant came up with 10 strategic changes among which are

1. All undergraduate students shall complete their lectures within two years, spend one year in industrial training and spend another year carrying out an action based research. So in total a student will graduate after four years.
2. Master students from all campuses will always travel to the main campus in September and spend three weeks in lectures, then have 4 hours of online lectures one day in every month, and spend the second year in research.
3. The last week of September and the last week July shall always examination weeks

As Vice Chancellor you have been convinced with this arrangement and you have resolved that it must be started by the September of 2022 starting with the current students. National Council for Higher Education has already approved the arrangement,

- a. Using the 3 phase change process by Kurt Lewin of Unfreeze, Change and Refreeze explain how you will go about the changes. (9 marks)
- b. What are the likely causes of the resistance to the proposed changes? (10 marks)
- c. How will you deal with resistance to the changes? (6 marks)

SECTION B: READ THE CASE STUDY AND ANSWER THE ACCOMPANYING QUESTIONS

Question Four:

Read the text and answer the questions that follow

Judith was recruited in Supersoft Company Uganda as an assistant accountant in the credit control section (finance department). She is married with three children and often reported to work earlier than all staff in her office. Working beyond official working hours was part of Judith, as she believed that starting the following day with fresh work was the thing to go for. Her personality was always criticized by most of her colleagues because she is a no-nonsense and task oriented lady. She had no time to waste and often found it very difficult to work with groups because they would slow down her speed and efficiency. Given her commitment and effort, the performance her section improved greatly within a very short time. She was quickly promoted to head the section and in the same year was recognized as the best employee of the year. Management developed a lot of confidence in her as the cash inflow to the organization doubled due to her good credit management skills. However Judith's promotion was interpreted differently by her colleagues.

However, due to work pressures, career advancement and marital issues, Judith changed her attitude towards fellow workers, developed careless eating habits and begun coming late to office with all sorts of excuses to her supervisor. Her performance however did not drop as she would work late and had friends who could help her clear backlog fast. Her boss too allowed her flex hours, a social support that really helped her to cope in certain instances. Since the beginning of the year with the coming of new accounting package training, year-end audit combined with preparations of board papers she became stressed. She could miss her MBA lessons, leave work as late as 11.00 pm at night and her husband got fed up. One time poor lady was locked out by her husband thinking that she was going out with other men, as she did not give him enough time.

Judith has developed health complications and has been diagnosed with acute high blood pressure. She is considering leaving her current job for even a lower paying one, a situation that would help her balance her family and personal life.

Required:

- a. Identify an appropriate title for the case study. **(3 marks)**
- b. Describe Judith's personality. **(5 marks)**
- c. What are the organizational behavior issues affecting the performance of Judith? **(7 marks)**
- d. What should Judith do? **(10 marks)**

Question Five

Ofwono, a Cashier in Cowdish University, learns that he is being paid less for doing the same job as his fellow Cashier, Owuma even though they have the same work experience and perform at the same level within the same organization.

- a. Using one motivation theory, advise Ofwono on how to go about the situation. (8 marks)
- b. What should management do to avoid such situations? (8 marks).
- c. Advise managers on how to use goal setting theory to/with their subordinates? (9 marks)

Question Six

Robert Green talks about 48 laws of power

Pick 5 laws and give 2 scenarios of each on how you can use them to achieve what you want in an organization. (25 marks)