



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND
TECHNOLOGY
(MMUST)**

UNIVERSITY MAIN EXAMINATIONS

2022/2023 ACADEMIC YEAR

SECOND YEAR FIRST SEMESTER EXAMINATION

**FOR THE DEGREE
OF
MASTER OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT**

COURSE CODE: HRM 812

COURSE TITLE: ORGANIZATION BEHAVIOUR

DATE: WEDNESDAY, 14TH /12/2022 TIME: 8:00 - 11:00AM

INSTRUCTIONS TO CANDIDATES

Answer question **ONE** and any other **THREE** questions

TIME: 3 HOURS

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 2 Printed Pages. Please Turn Over

QUESTION ONE (COMPULSORY) (40 MARKS)

Read the case below and answer the questions that follow

Naivasha Manufacturers Ltd. is a Kenyan company involved in the manufacture of Edible oils, flowers and fruit processing for the local market and export. It has been in the news in the recent past for the wrong reasons. Employees have been on strike for the last two weeks demanding for improvement in terms and conditions of service, removal of Ms. Mrembo, the Managing Director and Mr. Mbishi, the Human Resource Manager. Their trade union leaders have complained about the highhandedness of the two managers, poor remuneration and working conditions despite their enormous efforts that has ensured the firm continuously makes profits and lack of training opportunities despite the changes taking place in their work environment. They also feel promotions have been selectively done based on other reasons but not merit. The managers on their part feel that the workers have no genuine grievances but have just been incited by the union leaders led by Mrs. Mkereketwa, who are facing elections in the coming two months. To them, whatever compensation the workers are getting is enough. They feel that the union leaders want to show that they care for workers so as to get re-elected. The company's sales have dwindled and there is fear that it may close operations all together. The Board of Directors has called you to help quell the animosity between the two groups.

Required:

- a) As an expert in organization behavior, and using any process theory, advice the Naivasha Plastics Management on how to motivate its employees (10 marks).
- b) The management believes workers have been incited. Explain five power tactics that may have been used by Mrs. Mkereketwa and other trade union leaders to get the employees to down their tools (20 marks).
- c) The two groups seem to be having perception differences. Briefly explain some of the barriers that may be causing this. (10 marks)

QUESTION TWO

- a) Khayega Plastics Ltd has had an upsurge in orders for their products since they expanded to their market to the East African Region. They have struggled to meet the orders by extending working hours and operating daily. However, their workers have over the last one month been displaying strange behavior. They are irritable, frequently have emotional outbursts and miss deadlines. Absenteeism has increased and their performance has declined. Disagreements between the staff and management is on the rise. The situation is worsening and the management has called you as an organization behavior consultant to help. Advice the management on how to handle the unfolding situation(10 marks).
- b) "Managers should sometimes encourage conflicts in organizations." Discuss instances when this statement may be valid in an organizational setup (10 marks).

QUESTION THREE

- a) There is need for managers to build an appropriate corporate culture for performance. Explain how the Social learning theory may influence the learning process in achieving this in organizations.(10 marks)
- b) "Not all groups are teams." Build a case for this argument (10 marks).

QUESTION FOUR

- a) Contributions of individuals in groups and teams in the organizations can be affected by their attitudes. Discuss why managers ought to have an understanding of attitudes so as to effectively utilize their employees. (10 marks)
- b) 'Managing across cultures can be challenging especially if a human resource manager is appreciative of cultural differences across regions and nations.' Critically examine how one can be prepared to navigate such circumstances. (10 marks)

QUESTION FIVE

"We need to encourage our organizations to have diverse workforces, it's the key to competitiveness." Validate this assertion (20 marks)

END

