



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS & ECONOMICS

**UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE IN
INFORMATION TECHNOLOGY, SECURITY AND AUDIT**

1ST YEAR 1ST SEMESTER 2023/2024 ACADEMIC YEAR

MAIN CAMPUS

COURSE CODE: IBM 9101

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

EXAM VENUE:

STREAM: MSC IT

DATE:

EXAM SESSION:

TIME: 3 HOURS

INSTRUCTIONS

- 1. Answer QUESTION ONE and any other THREE questions**
- 2. Show ALL your workings and be as NEAT as possible.**
- 3. Candidates are advised not to write on the question paper**
- 4. Marks allocated to each question are shown at the end of the question.**

QUESTION ONE

The New Plant Manager

Toby Butterfield worked his way upward in the Montclair Company until he became assistant plant manager in the Illinois plant. Finally, his opportunity for a promotion came. The Houston plant was having difficulty meeting its budget and production quotas, so he was promoted to plant manager and transferred to the Houston plant with instructions to “straighten it out.”

Butterfield was ambitious and somewhat power-oriented. He believed that the best way to solve problems was to take control, make decisions, and use his authority to carry out his decisions. After preliminary study, he issued orders for each department to cut its budget 5 percent. A week later he instructed all departments to increase production 10 percent by the following month. He required several new reports and kept a close watch on operations.

At the end of the second month he dismissed three supervisors who had failed to meet their production quotas. Five other supervisors resigned. Butterfield insisted that all rules and budgets should be followed, and he allowed no exceptions.

Butterfield’s efforts produced remarkable results. Productivity quickly exceeded standard by 7 percent, and within five months the plant was within budget. His record was so outstanding that he was promoted to the New York home office near the end of his second year.

Within a month after he left, productivity in the Houston plant collapsed to 15 percent below standard, and the budget again was in trouble.

Source: (Newstrom 2007)

Required:

- a) Discuss in detail the organizational behaviour model that Butterfield, likely used when he was a plant manager at Houston. **(10 marks)**
- a) Discuss what led to drop in productivity after Butterfield left the Houston plant. **(10 marks)**
- b) If you were Butterfield’s New York General Manager, explain what you would advise Butterfield about his approach **(10 marks)**
- c) Discuss ten organizational cultures that would enable Montclair Company to sustain its level of operation, despite changing plant managers. **(10 marks)**

QUESTION TWO

- a) According to Sigmund Freud and his theory of psychoanalytical, personality of a person is determined by a constant interplay of three parts. Discuss each of the three parts, with appropriate examples to support your argument. **(10 marks)**
- b) Organizational behaviour has emerged as a separate field of study. Discuss at least ten factors that distinguish organizational behaviour from other disciplines. **(10 marks)**

QUESTION THREE

- a) If you were hired as organizational behaviour consultant, to assist reduce cases of stress in ABC Company. Discuss at least five strategies you would suggest to overcome the challenge. **(10 marks)**
- b) Explain ten reasons why organizational behaviour should be studied by even other professional other than management. **(10 marks)**

QUESTION FOUR

- a) Discuss five factors that limit the potential of organizational behaviour. **(10 marks)**
- b) For management to communicate and influence appropriate performance from employees, they need as well to understand attitude and behaviour of employees. Discuss at least five ways in which attitude of employees may be formed in an organization. **(10 marks)**

QUESTION FIVE

- a) As the CEO of XYZ Company, which is in the process of dealing with serious uncertainty like COVID 19? Discuss five strategies in which you would ensure smooth change in your organization. **(10 marks)**
- b) As a training manger in your organization, you are confronted with perceptual trainings needs of your employees. Explain with examples five areas in which you would recommend for training to improve perceptual skills of your employees. **(10 marks)**

QUESTION SIX

- a) Discuss five reasons why modern managers ensure staff motivation is top on their agenda. **(10 marks)**
- b) As a manager, discuss five personality traits you are likely to deal with from your employees. **(8 marks)**