



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR MASTERS IN BUSINESS ADMINISTRATION
1st YEAR 1st SEMESTER
KISUMU**

COURSE CODE: MBA 804

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

EXAM VENUE:

DATE: 21/12/2022

EXAM SESSION: 9.00-12.00NOON

DURATION: 3 HOURS

INSTRUCTIONS

1. Answer Question ONE (1) and any other THREE (3) questions

QUESTION ONE (COMPULSORY)

Read the following case study and attempt the questions thereafter:

This case focuses on the organizational culture of Wal-Mart. Primary emphasis is placed on how Wal-Mart's culture developed and how it has been maintained. The roots of Wal-Mart's culture date back to Sam Walton, who instilled the now famous "Saturday Morning Meeting" at his Five & Dime store in Bentonville, Arkansas. During these meetings, Walton encouraged his employees to offer suggestions for improvement and empowered them to follow through on those suggestions that he thought were worth pursuing. The Saturday Morning Meeting has continued at Wal-Mart despite its growth into one of the largest corporations in the world. Discussion could focus on how Wal-Mart's culture has been maintained over the years, with special emphasis on the importance of the Saturday Morning Meeting. In addition to the Saturday Morning serving as a company ritual, discussion could also focus on how the company chant serves as a cultural maintenance tool.

A discussion of the strength of Wal-Mart's culture relates to the notion of core values, which have been instrumental in sustaining its culture over the years. Perhaps as a partial result of this sharing of core values, Wal-Mart is able to respond quickly to changes in the market place, as evidenced by the anecdote about the poker sets. In addition, the attraction-selection-attrition model could be applied to Wal-Mart, as it may explain some of the similarities among Wal-Mart's managers thus leading to a tight-knit culture.

Finally, although Wal-Mart's culture undoubtedly has been a strength, discussion could also focus on how it could be a weakness. The original practices and ideas of Sam Walton may not fit in today's business environment, so maintaining Wal-Mart's culture may be detrimental to its growth. Moreover, increased public scrutiny may be pressuring Wal-Mart to change its old practices.

- a. There are seven primary characteristics that capture the essence of an organization's culture. How would you describe Wal-Mart's culture using these seven characteristics? **(14 marks)**
 - b. Based on this case, would you characterize Wal-Mart's culture as strong or weak? Why? **(4 marks)**
 - c. As an upper manager of Wal-Mart, what steps could you take to either maintain or enhance the culture of Wal-Mart? **(6 marks)**
 - d. How might Wal-Mart's negative press affect employee morale, job satisfaction and organizational commitment? As a manager, what steps would you take to improve employee attitudes? **(6 marks)**
- Total (30 marks)**

QUESTION TWO

- a. "Nothing is constant, the only change is constant. Explain the statement with respect to factors responsible for change. **(5 marks)**
- b. Discuss the determinants of personality. Give relevant examples. **(5 marks)**

QUESTION THREE

- a. "Beauty lies in the beholder". Explain the statement along with the perception process. **(5 marks)**
- b. Discuss the role of power and politics in organizations using relevant examples. **(5 marks)**

QUESTION FOUR

- a. Explain Sigmund Freud's psychoanalytical theory of personality. **(5 marks)**

- b. Group dynamics is referred as an important core to any organization. Discuss using viable examples. **(5 marks)**

QUESTION FIVE

- a. Discuss the challenges and opportunities for Organizational Behaviour practitioners in today's culturally diverse organizations. **(5 marks)**
- b. Based on the functions of three ego states in an individual's personality discuss possible transactions that can happen between two persons in an organization. **(5 marks)**