



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

SEPTEMBER-DECEMBER

CAMPUS: ROYSAMBU-EVENING (ON -LINE)

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: MBA 503

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

EXAM DATE: DECEMBER 2024

TIME: 6.00PM- 9.00 PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question 1 and any other three questions.

SECTION A: Question One (Compulsory)

Market leader Safaricom PLC has continued to dominate the Telcom industry albeit global economic challenges. Safaricom celebrated 24 years of service to Kenyans on the 23rd November 2024. Over the last two decades, Safaricom has evolved from a telecommunications provider to a key player in the technological, economic, and social transformation of Kenya. Safaricom has grown exponentially, positioning itself as a pillar of innovation, empowerment, and progress in the country. From its humble beginnings as a mobile network operator, the company has expanded its portfolio to include revolutionary services such as M-PESA, its mobile money platform, and other digital solutions that have changed how Kenyans live, work, and do business. Integrity has been fundamental to its commercial sustainability and investor trust. Safaricom Board of Directors and Executive Committee (ExCo) remain committed to the highest levels of corporate governance, ethical management and responsible control and regard this as being vital to their success and continued market leadership. Creativity and innovation have remained key pillars of competitive advantage and constant environmental scanning to remain regionally competitive.” As we mark 24 years of connecting Kenyans, I want to immensely thank our loyal customers for walking with us on this exciting journey. Because of you, we have grown from a telco to a cornerstone of innovation, empowerment and progress in Kenya. Your trust and unwavering support have inspired us every step of the way.” said Peter Ndegwa, CEO at Safaricom.

Required

- a) Discuss the characteristics of effective management portrayed by Safaricom PLC’s current CEO in the quest to maintain market leadership position **(4 marks)**

- b) Examine the leadership style(s) that has sustained Safaricom PLC as market leader in the Telecommunication Industry in the region. **(6 marks)**

SECTION B: Answer any three Questions

Question Two

- a) Virtual teams have become the norm in organizations in the post Covid-19 era. At first this seemed the breakthrough of the century until employees started getting restless online. Outline four disadvantages of virtual teams that have emerged as more global firms have embraced the virtual market space
(4 marks)
- b) Explain the first three stages of group development and the corresponding employee activities in each stage **(6 marks)**

Question Three

- a) Motivated employees are most likely to perform better than their demotivated counterparts. Discuss four advantages of extrinsic motivation using examples from the work place **(4 marks)**
- b) Explain three common work stressors facing both employers and employees and the coping strategies they employ **(6 marks)**

Question Four

- a) Communication is often seen as the pivot of organizational balance and growth. Discuss two challenges of using e- communication in organizations and suggest

possible remedies to each challenge (4 marks)

b) Organizational culture has become part of the brand image in the global market. Assess the benefits of having a strong organizational culture to a given firm by citing relevant examples (6 marks)

Question Five

a) Conflicts are disagreements of differing opinion held by members of an organization. Scholars opine that not all conflicts are detrimental to firm growth. Briefly explain four hidden advantages of conflicts in organizations citing relevant examples (4 marks)

b) Discuss the three third party conflict resolution methods giving relevant examples (6 marks)

Question Six

a) Decentralization is taking centre stage in organizational restructuring worldwide. Contrast the tall and the flat organizational structure citing relevant examples (4 marks)

b) Change is the new normal in the daily running of organizations in the competitive global market. Scenario planning has become part of employee on-boarding training in most organizations. Explain the four reactions exhibited by employees to planned

change in organizations

(6 marks)

THE END