



**REFORMED CHURCH UNIVERSITY**

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**FACULTY OF COMMERCE**  
**ORGANIZATIONAL BEHAVIOUR**

**HBUM 401\HPMG 221**

**Total Marks [100]**

**DATE: DECEMBER 2024**

**Time: 3 Hours**

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**INSTRUCTIONS**

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any* other **three (3)**
3. Each question carries **25 marks**
4. Start each question on a new page

## **Question 1**

### **A Case Study on Perception**

Martin Kaseke works for Alpha Pharma Ltd. Alpha Pharma which is a 40 year old traditional company which manufactures pharmaceutical products ranging from antibiotics to cough syrups. Martin is a Medical representative and has to make on an average 10 calls per day to promote the company's products to doctors. He has been working with the company for past 4 years. He is smart employee who has marketed the company's products well. However, Martin hates if someone were to point his flaws. He has often argued at his performance appraisal with his boss Tendai Magaya if it has been critical. Tendai finds Martin to be a difficult person who always expects praise and avoids criticism. Whereas Martin believes that he has been loyal to the company in the face of offers from the competitors, as well as, he has really worked hard for the company. He strongly believes that Tendai should be more encouraging in his approach by praising good work done rather than criticizing him. Tendai on the other hand believes in honestly telling the subordinate where he has gone wrong to help him correct himself in the future. He also believes that too much of praise may make an employee self-complacent. Recently Tendai was taking stock of Martin's work for the month and he realized that on an average Martin has been making approximately 8-9 calls per day instead of making the standard 10 calls per day. From the records, he found that only on 6 occasions Martin had met the standard of 10 calls per day. So he decided to talk it out to Martin.

When Martin met Tendai, he was full of apprehension. He expected criticism and hence had prepared his response well in advance. When Tendai asked him about the number of calls made during the month, Martin immediately said that the new product that he was promoting was a product which faced stiff competition in the market. Obviously, because of this he had to spend more time in convincing the medical practitioners. Tendai seemed to be in doubt about this. Martin further added that he had tried to cover doctors spread over a reasonably large geographical area, which made commuting cumbersome. Tendai was convinced that Martin was not prepared to accept any suggestion for improvement and was instead very defensive. Tendai closed the meeting by clearly sounding Martin on the lapse that had been committed during the month and also advised him to be careful in the future. Martin however thought that Tendai was as usual being critical about him and was simply indulging in nit picking.

## **QUESTIONS:**

- a) Explain the problem posed in this case.[10]
- b) If you were in place of Martin and if you were asked to explain your position what would you do?[15]
- c) What advice will you give to Tendai to help him change Martin's perception?[15]

### **Question 2**

Using individual elements, discuss how individual behaviour can lead to better organizational behaviour. (20 Marks)

### **Question 3**

Examine the challenges that managers might face for which the knowledge of OB might prove beneficial to finding solutions. (20 Marks)

### **Question 4**

Explain the sources of conflict and how functional or dysfunctional conflicts present themselves in the workplace. (20 Marks)

### **Question 5**

Sexual harassment and Workplace romances are part of everyday workplace life. Discuss how managers can handle sexual harassment and workplace romances to the best interest of the organisation. (20 Marks)

### **Question 6**

Discuss the characteristics of the formal and the informal groups in organisations and effects on performance of the organisation. (20 Marks)

**END OF PAPER**