REFORMED CHURCH UNIVERSITY

FACULTY OF COMMERCE

MASTER OF PUBLIC ADMINISTRATION

ORGANIZATIONAL BEHAVIOUR

MPA 105

PART 1 SEMESTER 1 EXAMINATION

TOTAL MARKS   [100]

DATE: June 2024

Time: 3 Hours

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

1. Question 1

Read the following Case Study and answer the questions

Oscar had come a long way from when he joined Royal Products (R.P.) Communications (having a turnover of $20 000) as a trainee artist in 2000 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of $100 000). As a young trainee (in 2000), Osculate (as Oscar is addressed by his colleagues) has been an amicable personality, he had always displayed keenness to gain knowledge – learn more, many-visible traits of creativity – in the sense, try to make "unique"/different performance from other's presentations, willing to share information and so on. It was typically these qualities of Osculate which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Osculate right from the time he had joined R.P. Communications as a trainee, was surprised and recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P. had said: "Madam, Osculate sir, scares the hell out of us by refusing to listen to our point of view". Raj an executive at R.P. Communications had revealed "Madam, Osculate withholds important information from us, and creates conflict when he has to interact with other teams at R.P".

Mohan, a senior creative manager at R.P. had said Osculate, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn't entertain any questions or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Osculate could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Osculate also. After an informal chat with Osculate, Nicky felt that one of the causes of Osculate's behaviour could be Role ambiguity. This she had concluded from one statement made by Osculate "You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before". Nicky decided to seek the help of CEO of learn & Grow Leadership Centre (LSLG), a Training firm, who regularly holds workshops meant for helping professionals and executives of firms to diagnose their own behaviour patterns as well on how to manage the stress that could cause various levels of conflicts for the individual as well as the organisation.

Required:

(a) Explain the major cause of the problem in the above case.   [5 Marks]
(b) Do you agree with Nicky that Role Ambiguity may have caused a change in Osculate's behaviour and why?   [10 Marks]
(c) Suggest ways in which firms such as R.P. Communications may avoid such occurrences in the future.   [10 Marks]
2. a) Explain the importance of planning as the beginning of the process of management.
                                                                                    [10 marks]

b) Explain how decision making plays a vital role in the exercise of planning. [15 marks]

3. Distinguish between intrapersonal and interpersonal conflict, highlighting how this affects teamwork in the organization.   [25 marks]

4. Citing relevant examples, discuss the sources and effects of work related stress [25 Marks]

5. Conflict is inevitable in organizations.' Discuss the assertion citing any four methods of resolving conflict in an organization   [25 Marks]

6. Explain the following terms as they relate to organizational behaviour:

a) Line and staff authority.   [5 Marks]
b) Merits of decentralization   [5 marks]
c) Management by objective   [5 marks]
d) Group Dynamics.   [5 marks]
e) Maslow's hierarchy of needs theory.   [5 marks]

End of Paper