



MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FIRST YEAR FIRST SEMESTER EXAMINATION FOR

DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

BBA 924: ORGANIZATIONAL THEORY AND BEHAVIOUR

DATE: 20/5/2019

TIME: 9.00-12.00 PM

INSTRUCTIONS

Answer Question **One (compulsory)** and any Other **Three** Questions

QUESTION ONE (40 MARKS)

ENGINEERING (PRODUCT DEVELOPMENT) GROUP OF THE TBU DIVISION AT IDC

The entire engineering division at IDC was led by the directors, Ashok and Suraj. Mahesh was leading the R & D group at HQ. Both Ashok and Suraj had independent teams. Ashok and Suraj's teams worked on customer support activities and were responsible for addressing product issues and implementing minor enhancements of the product. Under their leadership, these groups delivered many customer success stories and created a good impression and were viewed as an asset to the organization. Both the directors were leading the customer support activities. As the IDC group achieved more and more success, the aspiration of the directors started to change. Both the directors started showing intent to lead the entire IDC engineering division. Ashok was very aggressive and ambitious. He was action-oriented and forward thinking. While Suraj kept to his duties and focused on the day to day customer issues, however, he also showed intent to lead the division.

As the team in IDC successfully managed the customer support activity, some of their key engineers also expressed a desire to work on R & D activities. They wanted a break from the routine work. Ashok encouraged the team to express their views on the type of work they would like to do in the future and promised to explore the feasibility of these ideas.

During this time, the entire customer support activity was shifted to the IDC center and the team in HQ focused solely on R& D activities. As the IDC organization grew (in terms of domain expertise, strength, and excellence), there were concern from the HQ division (Mahesh's team) about their role and future. Meanwhile, the recession in USA had also impacted the IT job market and job security was a major worrying factor for the HQ team.

Creating new group:

To take the IDC organization on a further growth path, during one of the Staff meeting, Ashok proposed to create a focused group (consisting of key engineers from Ashok and Suraj's group) within the organization (under his leadership) to work on new product development and to collaborate with the R& D division in HQ. This proposal shocked Suraj as Ashok had never discussed this idea with him and he felt let down. Suraj opposed this idea. On hearing the proposal from Ashok, Mahesh started worrying about the R & D team located at HQ. The HQ team expressed the concern that they may lose their jobs once the R & D work is offloaded to IDC. He also started worrying about his position in the organization as he knew Ashok was a very aggressive leader and had a good rapport within organization. Michel promised to look into this idea and promised to provide his views on it soon. Michel relied on Mahesh's inputs to make decisions related to the engineering division, as he was a new to the division.

Game Changes-Divide and Conquer:

In the meanwhile, problems started cropping up between the groups headed by Ashok and Suraj. Ashok tried to convince Suraj about the benefits of new group but Suraj has different ideas. Suraj suggested that, instead of forming new group (consisting of key engineers from Ashok and Suraj's group), we should utilize part of every engineer's time to do the R & D activity. Talks about starting a focus group became a conflicting point between Ashok and Suraj. Even on common issues, they had different views. This difference became quite public during team meetings. This started affecting the team morale and the day to day activities of the IDC group.

Michel kept on delaying the decision (on suggestion from Mahesh) on the new group formation at IDC. This uncertainty about the new group formation and the differences between the IDC directors was taking toll on the productivity of the teams and eventually on customer satisfaction. He always took care of his team members very well. Along with the formation of the new group, he had proposed better benefits and flexibility to his team members to motivate them.

Ashok frequently reminded the higher management about the new group formation and the difficulties he was having in co-coordinating with Suraj. The management kept on delaying the decision and eventually Ashok resigned from the company. As Suraj's performance was not up to the mark, the upper management decided to terminate his employment. The sudden departure of both the directors created huge gap in the leadership of the IDC organization. Most of the team started worrying about the future of the group and some of the experienced engineers left the company.

During this period, Mahesh reached out to a few key engineers at IDC and assured them job opportunities at HQ's R & D team. The attrition level went up to 60% at IDC center. This affected the customer support activity. Sensing an opportunity, Mahesh made a pitch to the higher management that, with current capacity and expertise at IDC, the division can no longer handle the support activities and the HQ team needs to pitch in to complete this work. Finally, the upper management agreed and the critical customer support activity was moved to the HQ division. The job security concerns of the HQ division vanished as they started playing a key role in support as well as in R & D activities. At the end of all this, the IDC division was functioning in a lesser role and had hired a new leadership team.

Required

Conflict can occur between individuals or groups and across organizations as people interact. In view of this,

- a) Outline principal causes of conflicts in organizations. (5 marks)
- b) With justification, analyze the conflict evident in this case (5 marks)
- c) While most leaders try to achieve organizational unity, some do use divisive tactics to maintain control, or to elevate performance by fostering competition. Discuss the tactics of divide-and-conquer used by leaders at the work place according to Rick Brenner (10 marks)

- d) In your view, explain why Ashok suggested creating the new group and why Suraj was opposed to the idea. (10 marks)
- e) Discuss any five strategies of dealing with conflicts and the critical skills for each strategy skills. (10 marks)

QUESTION TWO (20 MARKS)

- a) Analyze any four structural choices available to an organization. (10 marks)
- b) Developing or changing the structure of an organization constitutes organizational design, a process that involves decisions about six key elements. Discuss any five of these elements. (10 marks)

QUESTION THREE (20 MARKS)

- a) Explain any four personality type taxonomies. (10 marks)
- b) Organizations have witnessed a great development from the olden times which has provided different environment in the modern organizations. Analyze some of the important trends observed in organizational behavior. (10 marks)

QUESTION FOUR (20 MARKS)

Organizational behavior is founded on a number of models and disciplines. Discuss. (20 marks)

QUESTION FIVE (20 MARKS)

- a) Giving appropriate examples, analyze the sources of power for leaders. (10 marks)
- b) Organizational dynamics is defined as the process of continuously strengthening resources and enhancing employee performances by embracing a number of interventions at individual, group and organizational level. Explore these interventions. (10 marks)