

UGANDA MARTYRS UNIVERSITY

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

DEPARTMENT OF MANAGEMENT SCIENCE &
ENTREPRENEURSHIP

ACADEMIC YEAR: 2023/2024 SEMESTER: ONE

COURSE CODE: OB1204

COURSE NAME: ORGANIZATIONAL BEHAVIOUR

BAM I, BSC ACC & FIN I, BA MF I

DATE: Monday, 20th May 202

Time allowed: 3 Hours (2:00pm- 5:00pm)

INSTRUCTIONS:

Read the following before answering the examination questions

- Do not write anything on this question paper.
- QUESTION ONE IS COMPULSORY
- Attempt four questions in total
- Use relevant examples
- Do not write on this question Paper
- Begin each question on a new page

QUESTION ONE (COMPULSORY)

- a) Organizational culture can be both an asset and a liability to an organisation, as a student of organisation behaviour, use vivid examples to justify this assertion (10 marks)
- b) If you have been consulted by a colleague from the faculty of ICT who is green about how organisational culture is created and sustained. How will you help this person, use examples for him/her to understand your explanation (15 marks)

QUESTION TWO

- a) Use examples to clearly explain the meaning of Cognitive bias (5 marks)
- b) Identify an organisation you are familiar with and discuss with examples the cognitive biases observed in that organization (10 marks)
- c) As a student of OB, what would you advise managers of organisations to avoid cognitive biases (10 marks)

QUESTION THREE

“Power and Politics in Organizations are a reality that no Organization can ignore. Sometimes Managers exercise Political Behaviors in Organizations against their Will”

- a) As a student of Organizational Behavior using examples Explain any 5(five) reasons why this happens (10 Marks)
- b) Discuss how Managers can control Political Behaviors in Organizations (15 Marks)

QUESTION FOUR

Henry has been appointed a Hospital Director at Mulago National Referral Hospital. He finds a high level of battles, contest of opposing forces, discord, antagonism, primitive desires, instincts and immoral, unreligious, unethical ideas among employees at the Station.

- a) What might be the cause of this situation at Mulago National Referral Hospital? (10 Marks)
- b) How will he resolve the situation to enable smooth running of activities at Mulago National Referral Hospital (15 Marks)

QUESTION FIVE

- a) Explain the concept of emotional intelligence and its significance in personal and professional development (10 Marks).
- b) Provide two examples illustrating how individuals with high emotional intelligence might handle challenging situations differently from those with lower emotional intelligence (5 Marks).
- c) Discuss the potential implications of emotional intelligence for leadership effectiveness in organizations (10 Marks).

QUESTION SIX

- a) "Groups and Teams can greatly impact the effectiveness of an organization and gain a competitive advantage." Critically examine this statement (15 marks)
- b) As a student of organizational Behavior present a paper to the Manager Nsambya CARITAS the process of group formation. (10 Marks)

GOOD LUCK