



The University of Fiji
(An Entity of Arya Pratinidhi Sabha of Fiji)



SCHOOL OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION

Trimester 3, 2025

FINAL EXAMINATION PAPER

MBA402: ORGANISATIONAL DYNAMICS

Important Instructions to Students:

1. Read the questions, instructions carefully and answer the questions.
2. You are allowed an **extra 10 minutes reading time** (during this time, you are not allowed to write with pen) and **180 minutes (3 Hours) to complete this paper**.
3. Silent, non-programmable calculators are allowed, but not supplied.
4. Write all your answers in the answer booklet provided. If you need extra sheets, please ask from the supervisor. Write your name, course code and student identification number in the answer booklet and in the attendance sheet.
5. This paper contains Two (2) Sections: A and B. All questions are compulsory.
6. Write all your answers legibly. The marker has the right to award zero for answers that are not legible.
7. This is a **Closed Book Examination**. The University views plagiarism, cheating and dishonest practice as serious offences and if found, offenders are penalized.

Examination Paper Content (Format):

<u>Section</u>	<u>Question</u>	<u>Content</u>	<u>Marks</u>	<u>Suggested Time</u>
A	1-8	Discussion Questions (Compulsory)	75	120 minutes
B	9-13	Case Studies (Compulsory)	25	60 minutes
		TOTAL	100	180 Minutes

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Registration Certificate Number (RGN0020/11)*

SECTION A**DISCUSSION QUESTIONS****(75 MARKS)**

Answer all the questions in this section.

1. Describe in detail the four types of teams? (10 Marks)
2. Identify and describe common barriers to effective communication? (10 Marks)
3. Differentiate between Transactional and Transformational Leaders? (7 Marks)
4. A. Contrast Leadership and Power? (7 Marks)
4. B. Define the formal and personal bases of power? (8 Marks)
5. Identify the six key elements that define an organization's structure? (10 marks)
6. Describe the characteristics of a bureaucracy? (6 marks)
7. Describe the seven key characteristics that capture the essence of the organization's culture? (7 marks)
8. Describe potential sources of, and ways of managing, work stress? (10 marks)

SECTION B**CASE STUDIES****(25 MARKS)**

Answer all the questions in this section.

Case Study 1: Student Stress and Management Strategies**(10 marks)*****Background***

Aisha is a 21-year-old second-year business student at the University of XYZ. She is hardworking and aims to maintain a high GPA while also working part-time at a retail store to support her living expenses. Recently, Aisha has been struggling to balance her coursework, job, and personal life. With mid-semester exams approaching, group projects piling up, and financial worries increasing, Aisha has begun to feel anxious and drained. She often studies late at night and sleeps only four to five hours. Despite her efforts, her grades have started to slip, and she feels she's losing control.

Symptoms of Stress**Physical Symptoms**

- Constant fatigue and headaches
- Irregular sleep patterns and insomnia
- Upset stomach and loss of appetite
- Muscle tension and frequent colds

Emotional Symptoms

- Irritability and frequent mood swings
- Feelings of anxiety and helplessness
- Loss of motivation for studying
- Low self-esteem and guilt about underperformance

Cognitive Symptoms

- Difficulty concentrating during lectures
- Racing thoughts about failing exams
- Negative self-talk ('I'll never catch up')

Behavioral Symptoms

- Procrastination and missing assignment deadlines
- Withdrawing from friends and family
- Increased caffeine consumption
- Skipping classes due to exhaustion

Discussion Questions

9. What were the main causes of Aisha's stress? **(3 marks)**
10. Which symptoms showed that her stress was becoming unmanageable? **(4 marks)**
11. What coping strategies can help Aisha regain balance? **(3 marks)**

Case Study 2: Breaking the Silence: Communication Challenges at ZTech Solutions

(15 marks)

Background:

ZTech Solutions is a multinational IT consultancy headquartered in Singapore, with branches across Fiji, India, and New Zealand. The company recently formed a new project team to implement a cloud-based data system for a government client in Suva.

The team included:

- Amit – Project Manager (India)
- Sera – Systems Analyst (Fiji)
- Liam – Network Engineer (New Zealand)
- Nisha – Business Analyst (India)

Although highly skilled, the team began facing communication breakdowns that affected performance and client satisfaction.

The Situation:

- During meetings, Liam spoke openly and directly, while Sera preferred a more indirect and respectful communication style. As a result, Sera often remained quiet, even when she disagreed.
- Amit sent long, technical emails that others found difficult to follow. Important points were buried in details.
- Nisha worked remotely but had poor internet connectivity, often missing updates and team calls.
- The client complained that reports were inconsistent, with conflicting data versions.

Over time, frustration grew among members. Amit believed the team was uncooperative, while others felt he was unclear and unapproachable. Productivity dropped, deadlines were missed, and morale declined.

Discussion Questions

12. Identify and explain the main communication barriers faced by the ZTech team. Discuss how cultural differences contributed to these barriers? **(10 marks)**
13. As a manager, what steps should Amit take to improve communication within the team. Explain how overcoming communication barriers can enhance team performance. **(5 marks)**

THE END