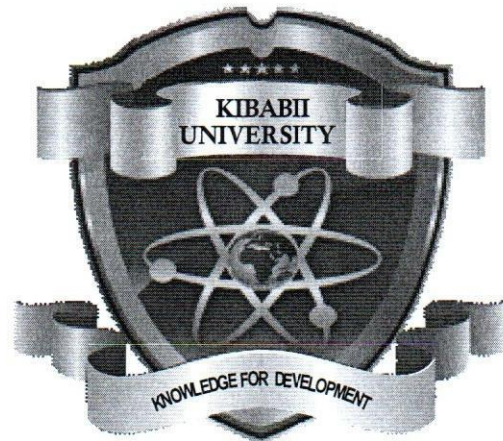


50

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2020/2021 ACADEMIC YEAR
THIRD YEAR FIRST SEMESTER
MAIN EXAMINATION**

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCO 311

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

DATE: 12/5/2021

TIME: 9.00AM-11.00AM

INSTRUCTIONS

- Answer question ONE (1) (COMPULSORY) and any other TWO (2) questions

This Paper Consists of THREE (3) Printed Pages. Please Turn Over.



Question 1 (Compulsory) and any other TWO (2) questions

QUESTION 1: (30 MARKS) - CASE STUDY

THE TRIBULATIONS OF SECURITY DEPARTMENT OF EMPLOYEES OF KIBABII UNIVERSITY

As an organizational behaviour intern at Kibabii University, the security department workers have approached you regarding their organizations problems. At a consultation with management and the workers, you give both groups an opportunity to discuss their problems where the discussion proceeds as follows:

- i. The managers of the departments, immediately launch into accusations, blaming the workers for being negative, unmotivated and not showing any loyalty to the organization. They are accused of refusing to do anything that falls outside their job description and of reaction with passive aggression when talks are delegated to them. They also make negative remarks about management but are not prepared to speak openly about any conflicts.
- ii. The workers respond that they will no longer take exclusively negative feedback from the management. They maintain that they are continually humiliated by managers even in front of view of fellow workers, that managers are hostile and they are rarely praised for their work. They mention that they are expected to work with equipment that is beyond repair, yet they are also expected to render quality service. They say that they feel embarrassed to wear the shabby old uniform and they take no pride in being associated with their department.
- iii. The organization's workers union representative reports that a salary survey was conducted to find out what security officer are paid in other universities. The results showed a huge negative discrepancy, indicating that the security workers at Kibabii University are not remunerated at their market value.
- iv. The security supervisor state that there are no opportunities for promotion at Kibabii and that they have reached their ceiling. This de-motivates them, since they have no real future in the institution. Most supervisors say that they would like to be promoted to managerial positions and that management should be developing them for such work.

- a. What motivates an individual to join a group? (10 marks)
- b. i. Explain why people at work may see the same, or idea differently (5 marks)
- ii. What roles have attitudes and values of the security department staff played in contributing to their tribulations in the organization (5 marks)
- c. After listening and interacting with the groups, prepare what will be contained in your report based on the decision-making process. (10 marks)
- Q2 a. Identify and explain FIVE sources of resistance to change in an organization (10 marks)
- b. Give reasons why organization structures and systems are referred to as building blocks of organizations (10 marks)
- Q3 Research has shown that an individual's personality greatly affects his or her performance at the work environment. It is therefore important that during job interviews, management should not only assess the potential employee's intelligence and technical expertise but also his or her personality that matches with the job at hand if an effective employee is to be engaged.
- a. i. What would you say an individual's personality is? (5 marks)
- ii. Explain the extent to which personal values can influence an individual's career success or failure, giving specific examples (5 marks)
- b. Immediately you are hired as a manager in the organization, how will you shape employee's behavior? (10 marks)
- Q4 a. Of what importance is the study of social groups? Briefly describe stages of development that groups go through. (10 marks)
- b. What is the concept of culture? Can Hostedes cultural dimensions lead to effective organizational management? (10 marks)
- Q5 a. What are some of the difficulties that new students group encounters in managing the transition through the stages of joining Kibabii University (10 marks)
- c. Explain the components involved in attitude formation and how a person acquires them? (10 marks)