

178

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

MAIN EXAMS

2020/2021 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCO 311

COURSE TITLE: ORGANIZATION BEHAVIOUR

DATE: 21/07/2021

TIME: 9.00AM-11.00AM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE**(Compulsory) and **ANY OTHER TWO** Questions
 - 2) Candidates must hand in their answer booklets to the invigilator while in the examination room
 - 3) Credit is given for legibility, clarity and use of relevant examples
 - 4) Question **ONE** is **30 marks** while Questions **2-5** carry **20 marks** each
 - 5) Clearly write your **Registration Number** on each answer sheet used
-

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE:

- a) Briefly explain four significant areas a manager may apply Organisation Behaviour teachings. (8 marks)
- b) Briefly outline 6 characteristics of Organizations. (6 marks)
- c) With illustrations, distinguish between Corporate Image, Corporate Performance and Organisation Behaviour. (8 marks)
- d) Characterize the meaning of values and their relationship to personality. (4 marks)
- e) What is meant by formal information flow? Give an example of a formal information flow mechanism. (2 marks)
- f) Explain the following terms.
 - i) Categories (2 marks)
 - ii) Self-managed Teams (2 marks)
 - iii) Difference between Job Satisfaction and Organisation Commitment. (4 marks)
 - iv) State two methods to insulate from unwanted interruption in Stress Management. (2marks)
- v) What is the sequence of stages in **Lewin's three-stage model** of the change process? (2marks)

QUESTION TWO

- a) Compare and contrast intrinsic factor theories of motivation (16 marks)
- b) What types of rewards are important- extrinsic or intrinsic? (2 marks)
- c) What motivational strategy would you apply to a highly effective employee who you want to keep performing highly? (2 marks)

QUESTION THREE

- a) What kind of problems would a supervisor confront if all his subordinates had an external locus of control? Are there steps a supervisor can take to influence employee beliefs about the causes of work outcomes? (10 marks)
- b) Which do you think is more efficient:
 - i) A wide or a narrow span of control? (8 marks)
 - ii) What is an example of a company that would benefit from a narrow span of control? (1 mark)
- iii) What is an example of a company that would benefit from a wide span of control? (1 mark)

QUESTION FOUR

- a) At the universal level, we have a list of 6 concerns that all societies share (Power, Individualism, Gender, Uncertainty, Indulgence and Time). The concerns reflected in this case are surely shared by your own home country. Discuss how your country would deal with them. (14 marks)
- b) You have been asked to deliver an information session on intercultural communication to a group of English-only speaking volunteers at a community refugee support center. What will you teach them in relation to obstacles to effective intercultural communication and how to overcome them? (6marks)

QUESTION FIVE

- a) Why might members of an organization disagree about the nature of hostile work environment sexual harassment? (4marks)

- b) How do evolutionary change and revolutionary change differ? **(6marks)**
- c) Briefly explain the factors that influence success in service-driven organizations. **(10 marks)**