



BCM208|BUS2213|DENT0211|DSM105: ORGANISATIONAL BEHAVIOUR

ONLINE CLASS

Instructions

- i) This exam paper contains SIX questions containing 10 marks each.**
 - ii) Answer Question 1 (COMPULSORY) and any other THREE questions**
 - iii) Read each question carefully before attempting.**
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QUESTION 1

Read the Case Study and answer the questions that follow

A meeting called by Canon in which he briefed about the problem of absenteeism and justified the action taken by the management. Ultimately union members were convinced but insisted on counselling and introducing new incentive schemes instead of disciplinary actions alone. During counselling sessions management found some of the reasons which led to absenteeism were high salary, festival celebration, dual employment, very good family background, age factor and defective recruitment policies as freshers were recruited directly from universities and where less serious about their work and less motivated towards accomplishment of the organizational goals. It was observed in the beginning of 2010, that the rate of absenteeism had decreased from 18% to 16 %. But it was not satisfactory and hence management decided to put in more efforts in the form of new incentives schemes which were best on social recognition like; tea party, attendance awards, recognition by senior executives at work place and end of the year party. By the end of 2010, they had introduced all monetary as well as social benefits schemes yet three employees among the nine employees who had been issued the charge sheet in September, 2009 had not shown any improvement and remained absent for more than 200 days out of 280 working days. Therefore, the management finally decided to terminate them, and termination letters were issued

to them. In the year 2011, a remarkable decline was found in the rate of absenteeism. It had reduced from 16% to 12%.

Required;

- a) In your opinion, Describe the steps which would be more effective for reducing absenteeism (5 mks).
- b) Explain the role of non-financial incentives over the financial incentives (5 mks).

QUESTION 2

- a) Assume you are the head of operations in your company. Explain to your employees the distinction between power and politics (4 marks).
- b) Imagine you are the CEO of XYZ company with employees facing leadership wrangles that has hindered effective management of company operations. As the head of XYZ Company, discuss three leadership styles that you can embed so as to create harmony between the employees and their managers in the organization (6 Marks).

QUESTION 3

- a) Your organization have subcontracted you to give a presentation on effective communication. Summarize your presentation outlining two challenges hindering managers from achieving effective communication in the organization (4 marks).
- b) Groups are considered as valuable assets to the organization when the goals coincide with the organization's goals. Discuss three measures to increase group cohesiveness when working on organizational goals (6 Marks).

QUESTION 4

- a) Using an illustration , distinguish between Intra group conflict and Inter personal conflict i. (4 Marks).
- b) COVID-19 pandemic has brought a lot of challenges on how organizations are managed so as to maintain productivity. Discuss three techniques a manager can explore to increase productivity of employees during a pandemic (6 Marks).

QUESTION 5

- a) Positive attitude is an essential element that employee needs to embrace so as to improve on their performance. Explain two components of attitude that are essential for improved employee performance (4 Marks).
- b) Mental health has crippled most of employees in our organizations hence reduced productivity. Explain three ways in which employees facing mental health issues can be assisted (6 Marks).

QUESTION 6

- a) 'Resistance to change is a normal process of change' Explain two techniques you would use to overcome such resistance in an organization (4 Marks).
- b) Discuss the three major behavioral science disciplines that contributes to the field of organizational behaviour (6 Marks).