



PAN AFRICA CHRISTIAN UNIVERSITY

**SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF ARTS IN LEADERSHIP**

SEPTEMBER – DECEMBER 2017

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: MAL603

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

EXAM DATE: TUESDAY 5th –FRIDAY 8th DECEMBER 2017

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question **One** (Compulsory) and any other **ONE** question

SECTION A(Compulsory)

1. Throughout history, organizations have always practiced management. Someone has always had to plan what needs to be accomplished, organize people and materials, lead and direct workers, and impose controls to ensure that goals were attained as planned. However, every generation has had emerging management issues to deal with. Discuss five major current business concepts and practices and how they are shaping how managers do their jobs. **(10 marks)**

SECTION B (answer any one question)

2 (a).Informal groups are formed by managers or non-managerial employees to help meet their own needs. They emerge spontaneously without the assistance or consent of formal groups. Discuss the role played by informal groups in an organization **(6marks)**

(b). An organization development expert has recommended culture change for your organization as a way of turning it around, but left it to you to initiate culture change strategies. How would you deliberately seek to develop cultures appropriate for the organization's purposes? **(4 marks)**

3 (a). One of your subordinates has a negative attitude to a new performance management system your organization has just introduced. Discuss how you can use an understanding of the sources of attitude development in seeking to have him change his attitude to the system. **(6 marks)**

(b). Conflict in the workplace occurs when two or more people do not agree on an issue or course of action. Describe four sources of conflict. **(4 marks)**.

4 (a) As a manager of an organization that is faced with demotivated employees, what are some of the strategies you would put in place to make sure employees feel motivated and hence achieve high productivity? **(6 marks)**

(b) Identify barriers to effective communication in an organization in an organization of your choice and how you can overcome them. **(4 marks)**