



BCM208|BUS2213|DENT0211|DSM105: ORGANISATIONAL BEHAVIOUR

MAY- AUGUST TRIMESTER 2022 ONLINE EXAM

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

Case Study – Changing Times at the ABC

ABC is a manufacturing company dealing with industrial products. In recent times, it was noted that ABC is failing in its culture and systems of communication, leadership style and work ethics. The investigation team also established that the employees are being bullied and harassed. These complaints affected employee productivity hence ABC's overall performance. In addition, a lot of criticism has been raised on the recruitment and pay policy in the firm that has led to more women being employed than their male counterpart. The pay differentials are also wide. You have been appointed as the change agent that has the ability to reorganize the organization so as to motivate employees in doing their best as you stream line issues of concern with the culture, gender gap and pay differentials.

- a) As a new employee in ABC Company, describe one leadership style that would be appropriate for the company (2 Marks).
- b) How would you describe the attitude of employees in this case? (2 Marks).
- c) Discuss three change management strategies that would be applicable in the above case so as to improved performance (6 Marks).

QUESTION 2

- a) Assume you are the chief operations manager of Coca-Cola with the mandate to allocate resources to the various departments. As you execute your mandate, you noticed a disquiet from the managers whenever resources are being allocated. Explain two possible reasons for this kind of behaviour by the managers (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 has approached you to organize a virtual seminar on employee perception. Summarized your presentation while outlining two bases that influences employees perception in the organization (4 marks).
- b) Team spirit is an asset that an organization can anchor on in a dynamic business environment. As employees work in teams, group cohesiveness is one of the fundamental principles that must be embraced. Discuss three measures to increase group cohesiveness in the organizational (6 Marks).

QUESTION 4

- a) Communication is an important element in project management and execution. Employees needs to receive constant communication regarding the project. Distinguish between formal and informal communication in project management (4 Marks).
- b) Political landscape is changing rapidly as we approach elections. There are employees who spend the better part of the working hours talking about politics at the expense of organizational productivity. Discuss three techniques that can be explored to increase employee productivity during electioneering period in Kenya (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) In recent times, we have witnessed bloggers sharing private data of political aspirants while demeaning their ability to perform. This kind of behaviour and action can lead to mental health hence affecting the aspirant's confidence in campaigning. Discuss two ways to control cyber bullying for peaceful coexistence. (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) Organizational behaviour is a discipline that has borrowed from other fields. Discuss the three major behavioral science disciplines that contributes to the field of organizational behaviour (6 Marks).