



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

1. Mr. James Wesa was one of the best Research Officers that Medco Chemical Co. Ltd ever employed. He rarely made social contacts with other employees, preferring to concentrate on his research work. Because of his good performance and success in his work, he was promoted and became the Director of Research. The company research team seemed to have problems with him right from the beginning of his appointment. Mr. Wesa preferred to work with his subordinate without close supervision. Occasionally, he appears to give guidance then leave employees to tackle their work independently. However, employees of Medco Chemical Co. Ltd are not happy with their jobs since they are expecting close supervision. This situation led to employees experiencing conflicts amongst themselves. Some of the workers were overheard saying that Mr. Wesa lacked the most basic human relations skills.

Required: Answer the following questions:-

- a) According to Herzberg, explain the factors in the job that were causing Mr. Wesa's workers to be dissatisfied with their jobs. (2 Marks)
- b) Explain the leadership style that Mr. Wesa appears to have adopted and give reasons why you think it's the best leadership style. (4 marks)

- c) Discuss two ways Mr. Wesa can explore in order to motivate employees in Medco Chemical Co. Ltd (4 marks).

QUESTION 2

- a. Assume you are the head of operations in your company. Explain to your employees the distinction between management and leadership (4 marks).
- b. Discuss the three major behavioral science disciplines that has contributed to the field of organizational behaviour (6 marks).

QUESTION 3

- a. Using David K. Berlo's communication Model explain two features of a good communication system. (4 marks).
- b. Teams do not just emerge in an organization, they are formed. Discuss the Team formation process giving relevant illustrations. (6 marks).

QUESTION 4

- a. COVID-19 pandemic has brought a lot of challenges on how organizations are managed. Some of the measures taken by some organizations have brought conflicts with employees. Discuss two measures that managers can adopt to manage employee conflicts in the organization (4 marks).
- b. 'Resistance to change is a normal process of change' Explain three techniques you would use to overcome such resistance in an organization (6 marks).

QUESTION 5

- a) Organizations needs to be effective so as to improve on the overall firm performance. Describe the two approaches to organizational effectiveness (4 marks).

- b) Values and Ethics are the fundamental principles that shape the way organization is managed. Discuss three importance of strong values and ethics in the organization (6 marks).

QUESTION 6

- a) Leaders vary in their leadership styles. Discuss any two leadership styles giving examples on each (4 marks).
- b) 'Good managers are hard to find' Discuss three essential characteristics required of a good manager in post COVID-19 era (6 marks).