

CHUKA



UNIVERSITY

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EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE & BACHELOR OF AGRIBUSINESS MANAGEMENT

BCOM 355: ORGANISATIONAL BEHAVIOUR

STREAMS: BCOM, AGBM (ODEL)

TIME: 2 HOURS

DAY/DATE: TUESDAY 20/7/2021

5.00 P.M. – 7.00 P.M.

INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS

QUESTION ONE

A Case of Suspicion

Margaret had been Human Resource manager for transport and distribution firm in Nairobi Kenya for ten years now. Prior joining this company, she had been imprisoned for malpractices in the public sector where she had worked in the procurement department. Few people knew her background.

Margaret has hired Peter, who was also an ex-prisoner with her due to corruption relation cases. Yesterday, someone in the finance department discovered some money missing from petty cash. Another worker claimed to have seen Peter in the area around the office strongbox during odd hours. Most people assumed he was a thief because since he came to the office several petty theft has been taking place. Colleagues are contemplating putting their tools down unless Peter is discharged. However, Margaret is not keen to do that since she feels that Peter might reveal about the past. He also is a performer and has Type B personality which Margaret attributes to his excellent performance.

(a) Identify the ethical issues presented in this case and suggest the cause of action Margaret should take. [10 marks]

(b) Explain the characteristics of Type B personality and show how they may be superior for an accountant than those of Type A personality. [10 marks]

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- (c) Explain the factors that influence employee perception towards management [10 marks]

QUESTION TWO

- (a) Organizational behaviour is a broad area of study which should be of interest to every manager. Argue in support of this statement. [8 marks]
- (b) Your friend works in the human resource department in a small business organization. He usually talks of the power of informal groups in his organization. Explain the role that informal groups play clearly showing the benefits that employees derive from informal groups. [12 marks]

QUESTION THREE

- (a) Describe the various steps in the process of motivation and show the key lessons that can be learnt from Abraham Maslow's theory of human needs. [12 marks]
- (b) Explain the key traits of effective leaders. [8 marks]

QUESTION FOUR

- (a) Discuss the disadvantages of power oriented cultures and show why organizations that embrace role cultures are likely to perform better. [14 marks]
- (b) Explain any six personal related barriers to effective communication in service oriented organizations. [6 marks]
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