

CHUKA



UNIVERSITY

**UNIVERSITY EXAMINATIONS**

**CHUKA/EMBU**

**EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE  
BCOM 355: ORGANIZATIONAL BEHAVIOUR**

**STREAMS:**

**TIME: 2 HOURS**

**DAY/DATE: TUESDAY 30/03/2021**

**2.30 P.M – 4.30 P.M**

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**INSTRUCTIONS:**

**Answer question one and any other two questions**

**Do not write on question paper**

**QUESTION (COMPULSORY)**

**Visions Company Limited**

Visions Company Limited is a company that manufactures and sells brown sugar and other sugar related products in Nairobi city. Mrembo works as a line manager of welfare and employee relations; employee hiring compensation; training and development; communication and counselling; and performance management. The chief Executive Officer (CEO), Sonko has informed Mrembo that the company's annual general meeting is due in two weeks. The CEO has requested her to prepare a presentation to the company's annual general meeting touching on individual and group behavioural patterns that influence the performance of the company. Sonko has given her particular topics to be covered in the presentation. Mrembo has approached you for assistance.

**Required :**

- (a) Explain how internal characteristics of the general manager influence his/her perception. [10 marks]
- (b) Advise Mrembo on the personality attributes that may help to explain and predict employee behaviour in visions company. [10 marks]
- (c) Discuss the main techniques of resolving intergroup conflict in companies like visions. [10 marks]

### **QUESTION TWO**

- (a) With specific examples distinguish between informal and formal groups and show their impact on organizational behaviour. [10 marks]
- (b) Cohesiveness is the degree to which members are attracted to one another and are motivated to stay in the group in reference to this statement, discuss the determinants of group cohesiveness. [10 marks]

### **QUESTION THREE**

- (a) Analyze McGregor's theory X and theory Y in understanding human behaviour in business organizations in Kenya. [10 marks]
- (b) Examine Mintzberg's managerial set of behaviours exhibited by managers in modern organizations. [10 marks]

### **QUESTION FOUR**

- (a) Explain various ways through which employees learn corporate culture. [10 marks]
- (b) Discuss the reasons why democratic leadership style is more appealing to employees of business organizations. [10 marks]
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