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CHUKA



UNIVERSITY

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**UNIVERSITY EXAMINATIONS**

**EMBU & THARAKA CAMPUSES**

**SECOND YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF  
COMMERCE**

**BCOM 355: ORGANIZATIONAL BEHAVIOUR**

**STREAMS: BSc (BCOM)**

**TIME: 2 HOURS**

**DAY/DATE: MONDAY 6/08/2018**

**8.30 A.M - 10.30 A.M.**

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**INSTRUCTIONS:**

- **Answer QUESTION ONE and any other TWO Questions.**

**QUESTION ONE**

When John Steve graduated from engineering school and joined the laboratory of a large manufacturing company, he was assigned the task of supervising four laboratory technicians who checked production samples. However, he realized that he was restricted by the group itself, which was quite frustrating to him. He soon found that each technician protected the others so that it was difficult for him to fix responsibility for slow and shoddy work. The group appeared to restrict its work in such a way that about the same number of tests were made every day regardless of his urging to speed up the work. Although Steve was the designated supervisor, he observed that many times his technicians, instead of coming to him, took problems to an older technician in another department.

Steve also observed that three of his technicians often had lunch together in the cafeteria, but the fourth technician usually ate with friends in an adjoining laboratory. Steve usually ate with other laboratory supervisors, and he learned much about company events during these lunches. He soon began to suffer from frustration related stress and wondered what he could do to succeed in his supervisory role. He decided to approach you as a friend who has some knowledge of Organizational Behaviour for advice.

**Required:**

- (a) Explain to Steve the kind of group that is in play in this case advising him how he can positively utilize the group to achieve organizational goals. [10 Marks]
- (b) Explain the leadership skills that would assist Steve in handling the challenges he is facing in the organization. [10 Marks]

- (c) Why is it important for every manager to have knowledge of organizational behavior? [10 Marks]

**QUESTION TWO**

- (a) Identify the options available to an employee who perceives unfair treatment in the organization. [10 Marks]
- (b) Explain the meaning of the following terms and concepts used in the field of organizational behavior:
- (i) Distributive justice [2 Marks]
  - (ii) Procedural justice [2 Marks]
  - (iii) Attitudes [2 Marks]
  - (iv) Psychological Contract [4 Marks]

**QUESTION THREE**

- (a) Explain how a newly employed person in an institution of higher learning is likely to learn the culture of the organization. [10 Marks]
- (b) ‘Managers who hold the assumptions of Theory X by McGregor are likely to develop power oriented cultures in their organization. Discuss this statement. [10 Marks]

**QUESTION FOUR**

Communication is a part and parcel of the overall management function.

- (a) Explain the role played by communication in an organization. [10 Marks]
- (b) Explain why a manager would prefer to communicate to employees’ information regarding performance expectations in written as opposed to verbal form. [10 Marks]
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