

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

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

BCOM 355/302: ORGANIZATIONAL BEHAVIOUR

STREAMS: BCOM/BCOP/AGBM (ODEL)

TIME: 2 HOURS

DAY/DATE: TUESDAY 11/04/2023

2.30 P.M. – 4.30 P.M.

INSTRUCTIONS: Answer ALL questions in section A and any other TWO in section B

QUESTION ONE

(a) MARTIN BRASS COMPANY TOM FULLER

Tom Fuller, vice president of manufacturing is faced with a series of disputes between his direct subordinates, Harry Smith, the maintenance supervisor, and one of the maintenance foreman Jim Jones. The situation is threatening to disrupt maintenance operations, and Fuller feels it is time to intervene. His problem is what to do and how to do it.

- (i) Explain personality related reasons that may have caused the dispute between Harry Smith and the maintenance foreman. [10 marks]
- (ii) Using examples, explain perception related influencers to decisions that may be made by Tom Fullier. [8 marks]
- (b) Organization behaviour is neither a science nor an art. Using organization behaviour disciplines as reference discuss this statement. [12 marks]

QUESTION TWO

- (a) Explain the characteristics of a high performance team and suggest ways of improving work group relationships. [8 marks]
- (b) Explain any 6 factors that increase group cohesiveness. [12 marks]

QUESTION THREE

- (a) Explain the ways in which educational institutions express their culture and indicate the importance of maintaining a positive work culture. [8 marks]
- (b) Organizational communication is essential for successful business operations. Explain the reasons why communication by different stakeholders may fail to achieve its intended purpose and suggest methods of improving the vertical communication pattern. [12 marks]

QUESTION FOUR

- (a) Using Fredrick Hertzberg and Vrooms expectancy theories as reference, explain job related motivators that may be used in an organization. [8 marks]
- (b) Describe the following styles and indicate circumstances when a supervisor may apply them
- (i) Autocratic leadership [4 marks]
 - (ii) Democratic leadership [4 marks]
 - (iii) Laissez-faire leadership [4 marks]
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