

**ZU/WI/7/EXM/6**

**ACADEMIC YEAR 2017/2018**

**EXAMINATION FOR THE BACHELOR OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**HRMG311: ORGANIZATIONAL BEHAVIOUR**

**DATE: DECEMBER 2017 TIME: 2 HOURS**

**INSTRUCTIONS: Answer Question One and Any Other Two Questions**

**QUESTION ONE**

a) Describe the meaning of the term cognitive dissonance as used in organizational behavior. (5 Marks)

The state of having inconsistent thoughts beliefs and attitudes especially as relating to behavioural decisions and attitude change.

(b) List the importance of organizational behavior to the management. (5 Marks)

-Helps in motivating employees

-Improves labour relations

-Helps understand organization and employees in a better way

-Assists in prediction and control of human behavior

-Maximaization of human resources

(c) The big Five model of personality presents traits that can be used to describe the personality individuals at work. Summarize any four traits of this model. (8 Marks)

(1) Extraversion: it is characterized by positive emotions, enthusiasm and tendency to interact with other with ease. The people high on extraversion are sociable, outgoing, talkative and assertive and enjoy the company of others.

(2) Agreeableness: it is the tendency to be co-operative, trusting, generous and helpful. The people high on agreeableness show warmth and sensitivity towards the feeling of others. They are empathetic and are willing to compromise their interest for others.

(3) Conscientious: It is the tendency to be self disciplined, responsible, reliable and achievement oriented. They are hardworking and well organized. They have a drive and sense of direction.

(4) Openness to experience: the tendency to be imaginative, intellectually curious and artistic. The people high on openness to experience are creative and are more likely to hold unconventional beliefs.

(5) Neurotism (emotional stability): The tendency to experience unpleasant emotions easily, the people high on neurotism experience anger, frustration anxiety or depression under stress or adverse circumstances. They are emotionally reactive and their negative emotion tend to persist for long period.

(d) Explain to a group of supervisors the Importance of perception in the organization today. (6 Marks)

-Employment interview

-Performance appraisal

-performance expectation

-employee loyalty

(e) Illustrate the importance of motivation to a busy organization in the public sector. (6 Marks)

-Maintains good industrial relations

-Helps to create productive and creative employees

-Helps reduce turnover

Helps reduce absenteeism

**QUESTION TWO**

(a)Leadership is a process of influence. Explain any THREE leadership theories. (12Marks)

1. Path –goal the-The leaders task is to clarify the path by eliminating confusion that the subordinates have abd by providing guidance and support to reach the goals.
2. Contigency theory--Situational factors influence leadership style.The style should change according to the situation the leader is leading.
3. Trait theory--Effective leaders have the right combination of traits that are particularly suited to leadership e.g psychological,demographic,personality

(b) Learning refers to a permanent change in behavior resulting from experience. Validate FOUR factors influencing learning. (8 Marks)

-Preparedness of the learner

-Learning environment

-Learning material

-Health of learner

Psycological state of learner

-Learning material

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**QUESTION THREE**

(b) Write a report to your departmental manager on “The functions of groups in the organization.” (10 Marks)

-Solving work problems

-better coordination

-norms of behavior

-channel of communication

-better relations

-developing future executives

-restraint on managers

(c) Clearly distinguish the terms conditional and unconditional response. (4 Marks)

Conditional response is a learned response to a previously neutral stimulus.Unconditional response is an automatic and unlearned response triggered by unconditional stimulus.

(d) Discus THREE key factors influencing attitudes. (6 Marks)

Family -Peers -Conditioning -Social adjustment –Direct instruction -Prejudice -Satisfaction of wants -Modelling -Peers

**QUESTION FOUR**

(a) With the use of relevant examples, clearly differentiate the terms power, authority and leadership as used in organizational behavior. (12 Marks)

Leadeship is a process of influenceing people to act or take the direction desired by the leader,Power is the ability of a person to influence the beliefs and actions of other people,Authority is related to the position that one hold in the formal organization

(b) Distinguish the positive from the negative impacts of conflict to an organization. (8 Marks)

Positive conflicts

-Is a stimulant for change

-helps to avoid group thinking

-fosters creativity and innovation

-develops cohesion and satistaction

Negative

-Causes stress

-Diversifie group energyand time

-Brings tension