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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR THREE**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 360**

**COURSE TITLE: ORGANISATIONAL BEHAVIOUR**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 19/08/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

Read the case study below and answer the questions that follow.

At Bora Corporation flexible work scheduling, on-site health care, generous time-off policies for childbirth and elderly care, childcare support, recreational and physical fitness opportunities at work place are part of a growing trend to help harried, overworked employees better manage their work and personal lives. An increasingly insightful CEO of Bora Corporation is arguing that such programs though seemingly costly and antiproductive from a company point of view, can actually contribute to the following organisational benefits: higher share price, reduced number of employee absences, decreased rate of turnover [thus reducing replacement costs], increased employee morale and job satisfaction, increased employee productivity and a larger more diverse set of applicants wanting to work for the organisation [through word of mouth and positive public relations due to the organisation’s ‘family friend’ image].

Interestingly, the employees of other companies in the same industry work just as hard as employees at Bora. These other companies have been increasingly improving their production technologies, marketing strategies and even hiring employees with superior abilities at very competitive pay packages but are still experiencing lower productivity. However, one of the main differences is that at Bora its CEO is proactively creating an organizational culture that helps employees more effectively juggle their work and family lives. The attitudes of Bora leadership are shaped by the belief that happier employees make better employees. Better employees are more are more productive over the long term, are better team players, and are more involved with and available for their loved one.

1. Why should Business Managers study Organisational Behaviour? [2 Marks]
2. identify five employee values that Bora Corporation embraces [5 Marks]
3. Explain the positive attitude of Bora employees [2 Marks]
4. Describe the reasons why more people want to work for Bora Corporation [4 Marks]
5. Describe the most likely Personality trait of Bora CEO? [2 Marks]
6. Using the basic concepts of Operant Learning Theory, explain the Behavior of Bora employees [5 Marks]
7. Discuss any two sources of conflicts that are most likely affecting employee productivity of the other companies [4 Marks]
8. Explain any three ways of motivating employees at any organization [6 Marks]

**QUESTION TWO [20 MARKS]**

1. Identify any four most prominent symptoms of workplace stress [4 Marks]
2. Explain the causes of work place stress [8 marks]
3. Discuss any four ways of reducing workplace politics to a minimum [8 marks]

**QUESTION THREE [20 MARKS]**

1. Giving specific examples, describe any four disciplines that overly contribute to the study Organizational Behavior [8 Marks]
2. Explain any three factors that heavily influence Organisational Behaviour [6 marks]
3. Explain three most likely effects of stress to employees at workplace [6 marks]

**QUESTION FOUR [20 MARKS]**

1. Needs can refer to deficiencies an individual experience. Giving appropriate examples, explain the Maslow’s Need Hierarchy [10 Marks]
2. Discuss any three characteristics of an effective workplace team. [6 marks]
3. Describe any two disadvantages of group decision-making [4 marks]

**QUESTION FIVE [20 MARKS]**

1. Explain three external factors that would trigger inevitable change in an organisation [6 Marks]
2. Describe any three factors that give rise to resistance to change in an organisation [6 marks]
3. Describe any four characteristic of a great leader in an organization [8 Marks]