



**MASENO UNIVERSITY**  
**UNIVERSITY EXAMINATIONS 2013/2014**

**SECOND YEAR FIRST SEMESTER EXAMINATIONS FOR THE  
DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION  
WITH INFORMATION TECHNOLOGY  
(HOMA BAY CAMPUS)**

**ABA 201: BEHAVIOURAL SCIENCE**

Date: 12<sup>th</sup> April, 2014

Time: 8.00 – 10.00 a.m.

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**INSTRUCTIONS:**

- **Answer Question ONE and any other TWO questions.**



### QUESTION 1: (30 marks)

Tu Mu tells of the famous general Wu Ch'i: He wore the same clothes and ate the same food as the meanest of his soldiers, refused to have either a horse to ride or a mat to sleep on, carried his own surplus rations wrapped in a parcel, shared every hardship with his men. One of his soldiers was suffering from an abscess, and Wu Ch'i himself sucked out the virus. The soldier's mother, hearing this, began wailing and lamenting. Somebody asked her, "Why do you cry? Your son is only a common soldier, and yet the commander in chief himself has sucked the poison from his sore." The woman replied: "Many years ago, Lord Wu performed a similar service for my husband, who never left him afterward, and finally met his death at the hands of the enemy. And now that he has done the same for my son, he too will fall fighting I know not where (Excerpt from The Art of War)

- a) Identify Wu Ch'i's leadership style and differentiate it from the other leadership styles proposed in the leadership theories.(10 Marks)
- b) You know you have power when you can get your boss fired. Highlight FOUR bases of power that managers like Wu Ch'i use (8 marks)
- c) Outline FOUR (4) power tactics Schwarzenegger could use to translate the power bases into specific action (8 marks)
- d) As the general in chief, WuCh'i has shown a significant amount of humility which is uncommon in people of authority. Outline 4 possible causes of his Job Satisfaction/Dissatisfaction (4marks)

### QUESTION 2

Provide a brief discussion on the contributions of the following to the theory of motivation (20 marks)

1. Abraham Maslow
2. Douglas McGregor
3. Frederick Herzberg
4. David McClelland's

### QUESTION 3

- a) There is a strong connection between attitude and behavior. Define attitude and differentiate the following terms as used in behavioral science
  - I. Perceptual errors from Self Perception (4 Marks)
  - II. Social loafing from the Asch effect (4 Marks)
  - III. Cognitive theory of personality from Learning theories (4 Marks)

- b) When people perceive politics as a threat rather than as an opportunity, people often respond with defensive behaviors. Using clear instructions, discuss three such behaviors (8 marks)

#### QUESTION 4

- a) Define corporate Social Responsibility (CSR) and Discuss how businesses demonstrate CSR towards (2marks)
- b) Customers (2 marks)
- c) Investors (2 marks)
- d) Employers (2 marks)
- e) Society (2 marks)
- i) Discuss FIVE (5) ethical concerns organizations are facing today (10marks)

#### QUESTION 5

“What I try to do is go out and grab lightning every day. This can be very stressful”

That’s the way Terry Fadem, head of business development at DuPont Co., describes the company’s never-ending search for tomorrow’s breakthroughs. Managing for innovation and change takes a careful hand. “Even when their jobs depend on adopting and inventing new maneuvers,” says Carol, “most workers hold fast to old ones. The majority either is overwhelmed when asked to do things differently or become entrenched, clinging harder to the past.....

- i) Outline FIVE (5) reasons why employees resist change, preferring to cling harder to the past (5 marks)
- ii) Managing for innovation and change takes a careful hand. What FIVE (5) tactics would Terry Fadem use to overcome resistance to change (5marks)
- iii) Mention FIVE(5) other potential sources of stress(5marks)
- iv) Mention FIVE (5) consequences of stress (5 marks)