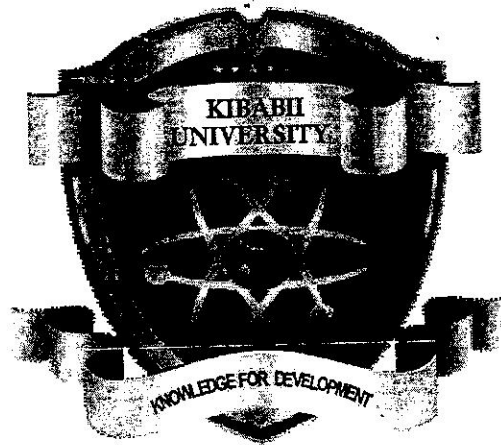


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

MAIN EXAMINATION

2019/2020 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCB 301

COURSE TITLE: ORGANIZATION BEHAVIOR

DATE: 10/12/2019

TIME: 11.30AM – 1.30PM

INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER TWO questions

QUESTION ONE

The various theories of motivation have addressed how workers can be energized and be relieved from stress so that their behaviors can be directed towards certain goals. Maslow in his hierarchy of needs theory contends that hierarchy is a systematic way of thinking about the different needs employees may have at any given point and explains different reactions they may have to similar treatment. Alderfer on the other hand did not rank needs in any particular order and explicitly recognized that more than one need may operate at a given time. Furthermore this theory has a "frustration-regression" hypothesis suggesting that individuals who are frustrated in their attempt to satisfy one need may regress to another. This theory results in recognition of the multiple needs that may be driving individuals at a given point. Multiple needs may at times drive workers to scramble for the limited organization resources as some individuals feel they deserve more of these resources than others based on their perceived contribution to the organization which may not be necessarily true thus causing conflicts with others. Scramble for limited resources leaves employees devastated and stressed as they feel defeated and demeaned. It is not only the rush on limited resources that causes conflicts but also misuse of power by those in positions.

- a) What are the sources of power in global organizations for which it's misuse may result in organizational conflicts and ineffectiveness (10 marks)
- b)) Narrate how the hierarchy of needs theory corresponds with Alderfer's theory by showing the corresponding groupings and Identifying ERG theory's main contribution and implication to the literature on motivation (10 marks)
- c) Investigations always reveal that stress is the main cause of decreased employee performance and increased absenteeism and turnover. Assuming that you have been nominated as an expert in stress management to deliver a key note address to the management of Kibabii university on stress reduction, explain the main points to be covered in your delivery (10 marks)

QUESTION TWO

- a)) Explain factors contributing to politics in organization taking into account that organization politics are actions by individuals directed towards the goal of furthering their own self interest (8 marks)
- b) With reference to Abraham Maslow's hierarchy of Needs Theory describe the measures that should be taken to ensure that employees' esteem needs are met in the organization (12 marks)

QUESTION THREE

- a) Given that most human behavior is learnt and learning involves insight into a problem, describe factors that facilitate learning in upcoming cities (10 marks)
- b) To understand the organization and how it performs, one needs to understand the various groups in the organization and their function. Give your understanding of the bases upon which groups may be classified (10 marks)

QUESTION FOUR

- a) The best companies in the world understand that the people make the place and so organizations care about organization behavior. What is the justification of studying organization behavior in universities across the globe (10 marks)
- b) One of the most common outcomes of conflict is that it upsets parties in the short run leading to some individuals feeling defeated and demeaned. Discuss potential root causes of conflicts in today's organizations (10 marks)

QUESTION FIVE

- a) Our behavior at work often depends on how we feel about being there and attitudes give us hints about how a person might behave. Discuss the various functions and components of attitudes (10 marks)
- b) Unmanaged stress could create physical diseases such as ulcers and high blood pressure. As a manager of a reputable organization explain approaches that you can apply to reduce work related stress (10 marks)