PAN AFRICA CHRISTIAN UNIVERSITY

Where Leaders are Made

UNIVERSITY EXAMINATIONS: 2025/2026

EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY

BIT /BSIT 301

BCOM

BBL

BIT306|BCM208 ORGANIZATIONAL BEHAVIOUR

PHYSICAL

END TERM EXAMINATION

DATE: APRIL, 2026 **TIME: 2 HOURS**

INSTRUCTIONS: Question One is Compulsory, Choose Three Other Questions

SECTION A (COMPULSORY)

QUESTION ONE (15 Marks) Compulsory

Kobe has been a clerk for a business firm for over a decade. He feels that he has been doing his job efficiently. However, the promotion to a supervisory position, which he has been expecting has never materialized. He feels sad about it, and a little angry with his manager, David, who is responsible for promotions.

Kobe feels that a deserving promotion has been denied to him and he attributes the fact David belongs to a community different from his. This feeling has gone on to such an extent that Kobe has become somewhat negligent in his work. He keeps a book of poems which he quietly reads in the office in moments of dullness. He even begun to write poems- a practice of his college days- and now he does so even in his office occasionally and delights in it. He even thinks of giving up his clerical job and imagines himself sitting on a chair of the sub-editor of the magazines which has published two of his poems under pseudonym (nick name).

a) Analyse the feelings and behaviour of Kobe in light of your knowledge of personality, perception and attitudes. **(6 Marks)**
b) Describe Kobes' attitude towards David. **(3 Marks)**
c) Describe TWO organizational challenges and their solutions from the case above. **(4 Marks)**
d) Advise Kobe on the alternatives he can pursue instead of giving up on his job. **(2 Marks)**

SECTION B

(ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION)

QUESTION TWO (15 marks)

a) Henri Fayol came up with 14 Principles of Management. Discuss any THREE of these principles and illustrate how they are applicable in an organization of your choice. **(6 Marks)**
b) Think about the different groups and teams you are a member of either at home, at work, or in university.
   i. Highlight the name of the group **(1/2 Mark)**
   ii. State the type of the group **(1/2 Mark)**
   iii. Explain THREE advantages of the group you belong to. **(3 Marks)**
   iv. Describe the various stages that your group was formed**. (5 Marks)**

QUESTION THREE (15 marks)

a) Discuss how Maslow's 'hierarchy of needs' theory could be used by the managers of a business to motivate employees. **(10 Marks)**
b) Highlight FIVE benefits an effective group provides for the individual within an organization. **(5 Marks)**

QUESTION FOUR (15 marks)

a) Peter, supervisor of a small sales department has noticed that one of his industrial sales representatives, Henry, has a problem. Among other signs, Henry's sales had declined in the last six months, although most other sales representatives regularly were exceeding their quotas. Peter decided to try to boost his sales representative's performance by reminding him of the many opportunities for satisfaction in a sales job.Suggest TWO approaches for each, for increasing Henry's
   i. Job satisfaction **(2 Marks)**
   ii. Job performance **(2 Marks)**
   iii. Job involvement **(2 Marks)**
   iv. Organizational commitment **(2 Marks)**

b) Explain TWO causes of conflict in an organization. **(4 Marks)**

c) Suggest how managers resolve each of the conflict highlighted in (b) above. **(3 Marks)**

QUESTION FIVE (15 marks)

a) A hospital requires employees to work long and often unsociable hours. Discuss FIVE ways how the hospital should assist its employees to achieve a good work-life balance. **(10 Marks)**

b) Highlight FIVE disciplines that have contributed to Organizational Behaviour. **(5 Marks)**

QUESTION SIX (15 marks)

a) Explain THREE internal factors of an organization that may trigger a need for change by the management. **(6 Marks)**

b) Discuss THREE ways autocratic leadership might affect the motivation of employees. **(6 Marks)**

c) Describe the relationship between group norms, group cohesiveness and performance **(3 Marks)**