



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION DECEMBER -2018

**EXAMINATION FOR THE DEGREE OF BACHELOR OF CO-OPERATIVE
BUSINESS / BACHELOR OF COMMERCE
(YR I SEM II)**

UNIT CODE: ENTR 2205

UNIT TITLE: ORGANIZATIONAL BEHAVIOUR

DATE: 17TH DECEMBER, 2018

TIME: 9:00 AM – 11:00 AM

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **TWO** questions

QUESTION ONE

(a) CASE STUDY

Although it may seem obvious that receiving praise and recognition from ones employer's a motivating experience, it is sad that many enterprises are failing miserably when it comes to appreciating employees, employee recognition program can be an effective way to motivate employees and make them fl valued. Are such recognition programs doing more harm than good?

An entrepreneur instituted a reward program meant to motivate employees. Some of the rewards were a plaque inscribed the name of the employee and "well don you have excelled", other were given branded quality T- shirts, other were given a recognition certificate. Whereas the employees appreciated the program it was unanimous that they preferred a pay rise. However there was no deep thought in any of this they argued that these gifts were handed over arbitrarily and were not tied to performance. Besides the enterprise instilled such a strict dress code that one would not wear the T-shirt to work. The employee recognition program therefore seemed like an empty gesture rather than a motivator. Most employees argued that they had not received a sincere thank you from their employer. They said verbal words also need to be paired with tangible benefits that they value including money, "after all money talks".

Required;

- (i) Explain the meaning of the term motivation as used in the case study.(2 Marks)
 - (ii) Discuss the advantages and disadvantages of the motivation program instituted by excel enterprises. (6 Marks)
 - (iii) As a modern entrepreneur describe any **THREE** ways to motivate your employees. (5 Marks)
- (b) Explain the meaning of job satisfaction and describe any **THREE** of its causes. (5 Marks)
 - (c) Explain the meaning of personality and describe any **THREE** factors that determine personality. (5 Marks)
 - (d) Explain the meaning of interpersonal relationships and discuss any **THREE** importance of Interpersonal skills in the work place. (7 Marks)

QUESTION TWO

- (a) Describe the **THREE** key elements of motivation at work place. (6 Marks)

- (b) Describe Meyers-Briggs type indicator personality framework. (6 Marks)
- (c) Discuss the behavioural implications of different organizational designs/structures. (8 Marks)

QUESTION THREE

- (a) Describe the decisions making process. (6 Marks)
- (b) Compare and contrast charismatic and transformational leadership. (6 Marks)
- (c) Describe McClelland's theory of needs and its applicability to employee motivation. (8 Marks)

QUESTION FOUR

- (a) Define values and discuss their importance in organizational behaviour. (5 Marks)
- (b) What is the meaning of groups? Describe the FIVE stages of group development. (7 Marks)
- (c) Contrast the individual and organizational approaches to managing stress. (8 Marks)