



PIONEER INTERNATIONAL UNIVERSITY

Powered by Intellect, Driven by Values.

UNIVERSITY EXAMINATIONS

ACADEMIC YEAR: 2020/2021

SEMESTER: MAY-AUGUST 2021

CODE: HUMA 2110

UNIT: ORGANIZATIONAL BEHAVIOUR

DATE: AUGUST 2021

TIME: 2HOURS

ANSWER QUESTION I AND ANY OTHER TWO QUESTIONS

QUESTION I: COMPULSORY (30MARKS)

- I (a) With the aid of a well labeled chart, explain the perceptual process as applied in organizational behavior **(4marks)**
- (b) State and explain three ways in which we perceive others through social identity **(3marks)**
- (c) (i) Define stereotyping in organizational settings **(2marks)**
- (ii) Explain how the following theories can be used to minimize the stereotyping bias
- (a) Attribution theory **(2marks)**
- (b) Self-fulfilling prophecy **(2marks)**
- (d) Describe the **halo effect** and how it contributes to perceptual error **(2marks)**
- (e) Explain The “Big Five” Model **(5marks)**

2. A Case Study on Organization Structure

Profound Manufacturers is an established producer of rubber products. However, of late, it has been experiencing problems of decreasing revenues and profits, owing to a drastic fall in the demand for their products with the introduction of products made out of a new fiber that minimizes the disadvantages of products made of rubber. The large number of hierarchical levels in its organizational structure delayed the decision making process, which, in turn, resulted in Profound's failure to cope with the rapid changes in the market place. In order to overcome this crisis, the HR manager proposed to flatten the organizational structure, which he thought was essential to make the organisation more responsive to external changes.

QUESTIONS :

- a). Is the HR manager right in trying to flatten the organizational structure at Profound Manufacturers?

[3 Marks]

- b). Discuss the various elements of the organisation that determine the success of the effort to flatten its structure. [4 Marks]
- c). Also discuss the benefits that would accrue to Profound if it successfully implements its organizational flattening process. [3 Marks]

SECTION B (40 MARKS)

Question 2

- a) Discuss six models of organizational behavior (6 Marks)
- b) How do organizations deal with change resistance? (4 Marks)
- c) Discuss the theories of personality (6 Marks)
- d) Explain the psychoanalytic and social learning theory of personality (4 Marks)

Question 3

- (a) Certain characteristics of power influence the behaviour of power users, explain three important characteristics of power. (6 marks)
- (b) Explain how two people can see the same thing and interpret it differently. (4 marks)
- (c) Discuss any six sources of power that a manager can derive power from. (6 marks)

Question 4

- a) Define is Motivation (2 Marks)
- b) Discuss Abraham Maslow's hierarchy of needs how that help mangers in motivating their workers. (6 Marks)
- c) Differentiate between Type A Type B Behaviour Pattern (4 Marks)
- d) Discuss sources of stress in an organization. (4 Marks)
- e) Discuss how to deal with stress in an organization. (4 Marks)