



SCHOOL OF HUMANITIES & SOCIAL SCIENCES

BACHELOR OF ARTS IN COMMUNICATION

END OF SEMESTER EXAMINATION

BAC 2202: ORGANIZATIONAL BEHAVIOUR AND COMMUNICATION

Date: 23rd March 2018

Time: 08:45 – 10:45

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.
3. The content of all of your responses to the questions will be graded in terms of the accuracy, completeness, and relevance of the ideas expressed.
4. The form of your answer will be evaluated in terms of clarity, organization, correct mechanics (spelling, punctuation, grammar, capitalization), and legibility.

Question 1

Assume you are the new CEO hired by a medium size hotel to help turn around the company which is faced with declining profits and new competition in the marketplace. The former CEO had been a General in the Ukokwa Defence Forces before assuming the position with this company and had a reputation as an autocrat. Based on your knowledge of the company, you suspect employees are slow to respond to changes in both the external and internal environments. Some competitors in the industry have successfully used a team based organizational design. The company has a good number of qualified and talented managers and employees, however, a bureaucratic culture has made them reluctant to innovate and take risks.

- i. Explain any two theoretical approaches that may apply to the situation described above. **(8 marks)**
- ii. Describe a likely internal and one external issue employees or the organization may have failed to address leading to the current state of affairs. **(6 marks)**
- iii. Analyze the organizational structure used in the above situation and suggest responsive strategies you would use to solve the challenges the company is experiencing. **(16 marks)**

Question 2

“Organizational culture could be defined as the personality of an organization made up of observable and non-observable patterns of shared assumptions, beliefs, norms, core values and practices that guide the behaviour of members in an organization.”

As a member of Strathmore University, discuss the culture of your university as an organization. Illustrate your answer with relevant examples. **(15 marks)**

Question 3

Explain the importance of organizational Communication strategy planning to both the Communications Manager and the organisation.

(15 marks)

Question 4

Discuss the roles and functions you would carry out as a competent communication practitioner in your organization.

(15 marks)

Question 5

Analyze the seven bases of organizational power by showing how you would use them in managing conflict in an organization.

(15 marks)