



SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

END OF SEMESTER EXAMINATION

BAC 2202: ORGANIZATIONAL BEHAVIOUR AND COMMUNICATION

DATE: Monday 16th March 2020

Time: 8:00 – 10:00

Instructions

1. This examination consists of **FOUR** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.
3. Do not repeat use of materials in answering the questions

Question 1

(30 marks)

“Organizational culture can be viewed as a system of shared values defining what is important, and norms, defining appropriate attitudes and behaviours that guide members’ attitude and behaviours.” Charles A. O’Reilly and Jennifer A. Chatman

Based on the above quotation, discuss:

- a) The role of the following in an organization you have studied. Illustrate your answer using appropriate examples:
 - i. Organizational artefacts, values, and assumptions **(10 marks)**
 - ii. Functions of organizational culture **(10 marks)**
- b) Individual and organizational resistance to change **(10 marks)**

Question 2

(15 marks)

Analyze the functions of formal communication. Illustrate your answer with suitable examples from an organization you have studied during the course.

Question 3

(15 marks)

You are a newly employed Communications Manager in a medium regional company. The CEO in his briefing to you said, “Employees want a clear understanding of where their

organizations are going, how they are trying to get there and what their role is in helping their organizations succeed.”

Describe how you would go about implementing this statement in your role as the organizational communications champion.

Question 4

(15 marks)

“No matter how brilliant your mind or strategy, if you’re playing a solo game, you’ll always lose out to a team.” Reid Hoffman, Co-founder of LinkedIn

You are the Module Leader of your Organizational Behaviour and Communication Unit. Your class has been assigned the task of leading Strathmore University students in a clean-up campaign in a nearby high density informal settlement.

In response to the above quotation and the scenario:

- i. What five qualities would you consider in setting up your team or teams?
(5Marks)
- ii. Explain the team development process. **(10 Marks)**