

BINDURA UNIVERSITY OF SCIENCE EDUCATION
BACHELOR OF ENVIRONMENTAL SCIENCE DEGREE

ES403

BES PART IV EXAMINATION
Organisational Behaviour

2 HOURS (70 MARKS)

 **JUN 2023**

INSTRUCTIONS

Answer **three** questions out of the **five** questions. You must answer question **one** from SECTION A and any **two** from SECTION B.

SECTION A (COMPULSORY)

1. (a) Distinguish between formal and informal organisations. **[8 marks]**

(b) Imagine a situation where you are a new leader in an organisation and you are seeking to bring about a cultural change by addressing some middle managers on the need to adopt new objectives.

Explain how the following perceptual biases will affect the success of the change process:

- | | | |
|------|--------------------------|------------------|
| i) | Selective perception | [4 marks] |
| ii) | 'Halo effect' | [4 marks] |
| iii) | self-fulfilling prophecy | [4 marks] |
| iv) | Stereotyping | [4 marks] |

- (c) Outline six ways you would use to shape employee behaviour to desirable levels required by the company. **[6 Marks]**

SECTION B

1. (a) Comment on the assertion that, 'Majority decision is better than individual decision'. **[10 Marks]**
- (b) With reference to your area of study, explain behaviours likely to be displayed by workers who are not satisfied with their job. **[10 Marks]**
2. (a) Discuss how you would apply Maslow's hierarchy of needs theory to motivate employees of varying work experiences in an organization linked to your area of specialisation. **[20 Marks]**

3. (a) Distinguish the following:
- i) Authoritative and Democratic Leadership [6 marks]
 - ii) Transactional and transformational leadership [6 Marks]
- (b) Explain how you would manage intergroup relations in order to enhance organizational performance. [8 Marks]
4. (a) 'Conflict is necessary for organizational effectiveness'. Comment. [12 Marks]
- (b) Discuss the functions of communication in organizations. [8 Marks]

END OF PAPER