



**FINAL EXAMINATION**  
**NOVEMBER 2023**

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<b>COURSE TITLE</b>	<b>ORGANISATIONAL BEHAVIOUR</b>
<b>COURSE CODE</b>	<b>RMGT3113</b>
<b>DATE/DAY</b>	<b>16 FEBRUARY 2024 / FRIDAY</b>
<b>TIME/DURATION</b>	<b>03:00 PM - 05:00 PM / 02 Hour(s) 00 Minute(s)</b>

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**INSTRUCTIONS TO CANDIDATES :**

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 4 Printed Pages including front page)

**\*\*\*DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO\*\*\***

This question paper consists of TWO (2) sections. Answer ALL questions in the answer booklet provided. [50 MARKS]

SECTION A

(10 Marks)

There are TEN (10) questions in this part. Answer ALL questions in the answer booklet.

1. Which type of power is derived from fear of the negative results from failing to comply?

- A. Coercive power
- B. Referent power
- C. Legitimate power
- D. Expert power

2. How can managers reduce negative organizational politics?

- A. By increasing surveillance
- B. By promoting a positive organizational culture
- C. By centralizing decision-making
- D. By reducing the number of employees

3. Which conflict resolution strategy involves finding a mutually beneficial solution?

- A. Avoidance
- B. Accommodation
- C. Competition
- D. Collaboration

4. How can 'emotional intelligence' benefit negotiators?

- A. By making them more aggressive
- B. By helping them understand and manage their own emotions and the emotions of others
- C. By making them less susceptible to persuasion
- D. It has no impact on negotiation

5. Which of the following elements is typically used to define organizational structure?

- A. Work specialization
- B. Social media presence
- C. Number of employees
- D. Profit margins

6. Which of the following is a characteristic of a strong organizational culture?
- A. Low employee turnover
  - B. Rigidity and resistance to change
  - C. High diversity in thought and behavior
  - D. Frequent restructuring
7. Which HR practice focuses on creating a positive organizational culture and motivating employees?
- A. Employee engagement
  - B. Compensation management
  - C. Recruitment
  - D. Selection
8. How does 'employee empowerment' affect an organization?
- A. It reduces the decision-making ability of employees
  - B. It gives employees more authority and responsibility, leading to increased motivation and job satisfaction
  - C. It refers to transferring employees to different departments
  - D. It diminishes the role of managers
9. What is the term for a strategy that helps employees balance their work and personal life to reduce stress?
- A. Time management
  - B. Work-life balance
  - C. Task delegation
  - D. Stress amplification
10. Which model outlines a process for understanding and managing change?
- A. The 5S Model
  - B. Kotter's 8-Step Change Model
  - C. The Organizational Behavior Model
  - D. The Efficiency Model

**SECTION B**

**(40 Marks)**

There are **TWO (2)** questions in this part. Answer **ALL** questions in the answer booklet.

1. Politics in organizational behavior relates to the ways in which individuals and groups within an organization use their power and influence to achieve their goals, manage conflicts, facilitate or resist change, and shape leadership dynamics. Explain **FOUR (4)** roles of politics in organizational behavior. (20 marks)
  
2. Organizational structure refers to the formal system of task and reporting relationships that controls, coordinates, and motivates employees so that they cooperate and work together to achieve an organization's goals.
  - a) Analyze **TWO (2)** impacts of organizational culture on employee behavior and **TWO (2)** impacts of organizational culture on organizational performance. (16 marks)
  
  - b) Decentralization in organizational structure refers to the delegation of decision-making authority down to lower levels in the organization. State **FOUR (4)** benefits of decentralization. (4 marks)

**\*\*\* END OF QUESTION PAPER \*\*\***