



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY**

(MMUST)

MAIN CAMPUS,

UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATIONS

2021/2022 ACADEMIC YEAR

SECOND YEAR SEMESTER ONE EXAMINATION

FOR DIPLOMA

IN

BUSINESS MANAGEMENT

COURSE CODE: DBA 203

**COURSE TITLE: INTRODUCTION TO ORGANISATION THEORY AND
BEHAVIOUR**

DATE: TUESDAY, 26TH JULY 2022 TIME: 8:00 - 10:00AM

INSTRUCTIONS TO CANDIDATES

Answer QUESTION ONE and any OTHER TWO questions

TIME: 2 Hours

MMUST observes ZERO tolerance to examination cheating

QUESTION ONE

Read the following case study and answer the questions that follow:

An organization is a dynamic social system driven by certain factors within and outside its environment. An organization relies on basic perspectives on task, people, technology and structure to enhance its effectiveness. Organizational behaviour is the study of individual and group behaviours within organizations and the application of such knowledge towards corporate effectiveness. It is directly involved and primarily concerned with the understanding, prediction and controlling of human behaviour in organizations, and also supplies necessary behaviour patterns in organizations and to management. Organizational behaviour stresses the basics of systems thinking, as well as group dynamics. It is interested in the role of perception and motivation in the behaviour of the individual, and enhances integrated and cohesive approach to management performance. As a systematic study of the nature and culture of organizations, it focuses on understanding, changing and improving individual and group behaviours by examining interpersonal and leadership behaviours in relation to teams, cultural diversity, and ethics in organizations and promoting human behavior towards improving corporate effectiveness.

Corporate effectiveness is a measure of the organizational outcomes in terms of performance, growth, productivity and profitability. An organization is effective when it is able to achieve its goals in terms of the triple-bottom-line; in relation to its goals. Organizational behaviour is particularly interested in the unique behaviour manifested by an individual within an organization, because human behaviour is central to performance and corporate effectiveness. Therefore, organizational behaviour tries to find out the reason why an individual may react positively to a situation and the other reacts negatively to the same situation. It also considers why do two or more different individuals performing the same task achieve very different results even though they are being managed in the same manner. To this extent, organizational behaviour is not only bound towards the enhancement of the effectiveness of organizations, it is the field that seeks enhanced knowledge of behaviour in organizational settings through the scientific study of individual, group, organizational processes politics and power, and the goal of such knowledge being the enhancement of both organizational effectiveness and individual well-being

Management as a discipline is concerned with the study of overseeing activities and supervising people to perform specific tasks is crucial in organizational behavior and corporate effectiveness. Management emphasizes the design, implementation and arrangement of various administrative and organizational systems for corporate effectiveness. While the individuals and groups bring their skills, knowledge, values, motives, and attitudes into the organization, and thereby influencing it, the organization, on the other hand, modifies or restructures the individuals and groups through its structure, culture, policies, politics, power, and procedures, and the roles expected to be played by the people in the organization

- (a) (i) Power in an organization plays a key role in influencing the behavior of individual employees and groups in an organization. Define the term power as used in the study of organization theory and behavior. (2marks)
- (ii) Identify and explain the scope of organization behavior indicated in the above case study (8 marks)
- (b) Discuss the importance of organization behaviour evident in the above case study. (10 marks)
- (c) Explain the attributes of organization behaviour that individual employees and groups bring into the organization to help contribute to achieving of the organizational goals. (10 marks)

QUESTION TWO

- (a) Organizational culture is a pillar in shaping the behaviour of employees in an organization. Explain factors that lead to development of an organizational culture.
- (b) Michael is a newly recruited human resource officer at Kakamega gold manufacturing company. He has asked you as an expert in organizational behaviour to educate him on the different types of power relationships that exist in organizations. Discuss (10 marks)

QUESTION THREE

- (a) Organizational change entails actions taken by managers to alter components of organization. Explain reasons for organizational change. (10 marks)
- (b) Stress can lead to demotivation and influence the behaviour of employees within organization. Explain causes of stress in at work place. (10 marks)

QUESTION FOUR

- (a) Pals oil producing company in Kenya has been facing continuous conflict between the management and the employees in the recent past. Ms. Yvonne who is the current Managing Director has asked you to advise her on the methods she can use to solve the continuous conflict facing the organization. Discuss. (10 marks)
- (b) Groups formally or informally emerge in organizations. Explain reasons for the formation of groups in organizations. (10 marks)

QUESTION FIVE

- (a) Employee behavior can be influenced by various factors. Explain the factors that influence the behavior of individual employees at work places. (10 marks)
- (b) Discuss the emerging issues and trends in organization behavior. (10 marks)

