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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**FIRST YEAR, FOURTH SEMESTER EXAMINATION**  
**FOR THE DIPLOMA IN BUSINESS ADMINISTRATION**  
**DHR 1106- ORGANIZATION THEORY AND BEHAVIOUR**

Date: 9<sup>TH</sup> DECEMBER 2022  
Time: 8.30 am –

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

The BBC has been undergoing significant change in the past few years leading to an independent review in 2016 which found that there were some “serious failings in the BBC’s culture and its systems of communication, management and investigation” (Smith, 2016:32) at the time, with concerns around bullying and harassment or staff complaints not being listened to. Aside from this there have also been criticisms about the pay/gender gap between staff. The organization had a new Director General in 2015 who has spearheaded, via the HR department, large scale re- organization, leading to the development of a culture which now sees people “coming to work wanting to do the best they can”. Read the article in Appendices 1 and 2 and then carry out your own research on the subject and on the BBC, to answer the following questions.

The BBC has produced some of the most popular and critically acclaimed TV and radio shows of all time. Nearing its 100th year, it’s the oldest and largest national broadcasting agency in the world. Synonymous with British culture, the BBC plays a central role in people’s lives globally. Its international news site receives up to 100 million monthly views. Its world news TV channel is now watched by 101 million weekly viewers. Its social media influence spans far and wide.

BBC’s content is aimed at a range of audiences and hosted on a multitude of platforms, which means many different data sets. With so much information to analyze, they needed a solution that would bring everything into focus, giving them the full picture of their audience. A key example of BBC leveraging deep insight to win new business, Hamish says this is becoming a more common occurrence across the company - following the global rise in focus on consumer insight for business growth.

As he outlines, research and insight is almost forming part of the BBC News sales team now, bringing home the power that lies in being able to say to a brand: ‘Here’s what we know about your audience - what they like, what pushes their buttons - and here’s how we’re going to use that to promote your brand.’

- a) Highlight how elements of organization could be important for to BBC managers. (6 Marks)
- b) BBC achievements will only be evaluated against some set goals. State the importance of organizational goals. (6 Marks)
- c) The activities of BBC HR department will need coordination with the other functions. Outline the steps are involved in rational coordination. (6 Marks)

- d) The company may need to undertake some structure changes. Highlight the steps of effecting change according to Louis Allen. (6 Marks)
- e) An organization like BBC that performing different set of activities cannot achieve the desired objective with efficiency unless it is structured in small units. State the units that guide in the exercise of structuring. (6 Marks)

### **QUESTION TWO (20 MARKS)**

- a) Establish effective structures, governance, and roles guided by a set of design principles aligned with the strategic priorities of the business. Explain the requirements of Organization Design. (7 Marks)
- b) Organizational behavior (OB) is the study of how people interact within groups and its principles are used to make businesses operate more effectively. Explain why organization behavior is important to managers. (7 Marks)
- c) Explain the need for achievement McClelland Theory. (6 Marks)

### **QUESTION THREE (20 MARKS)**

- a) Organization values are the beliefs and principles that drive a business forward. These abstract ideas guide the way people within an organization think and act in everything they do and may even inspire the company's creation. Discuss how values are shaped. (10 Marks)
- b) There are various theories that have contributed to the organization theory and behavior. Explain how ERG theory compares with Maslow's theory. (10 Marks)

### **QUESTION FOUR (20 MARKS)**

- a) Apart from the personality of the employees the work environment also determines how an employee works towards their personal and organizational goals. Discuss the difference between Organizational Culture and organizational climate. (10 Marks)
- b) Organization development (OD) is an effort that focuses on improving an organization's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes. Explain the characteristics that distinguish organization Development (10 Marks)

### **QUESTION FIVE (20 MARKS)**

- a) A business organization needs to come up with strategies that would contribute to its growth. Discuss the concept of organizational intervention. (10 Marks)
- b) Quality management has lately become an issue of strategy management. Explain the main objective of Quality Circles in an organization. (10 Marks)