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**KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**SECOND YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT**  
**DHR 1106: ORGANIZATIONAL THEORY AND BEHAVIOUR**

Date: 4<sup>TH</sup> DECEMBER 2024

Time: 2:30PM-4:30PM

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**CASE STUDY: KIRIMO ORGANIZATION**

Kirimo is an organization with a capacity of over one hundred workers. The workers differ in their behavior, demographics, education and skills. The CEO receives grievances from workers despite educating them on their different psychological behavior that can lead to stress. This makes the CEO carry out changes in the organization which does not please employees. At times, the changes result to wonderful teamwork which results to high productivity and profit to the organization.

**You are required to answer the following questions:**

- a) Identify the elements of organizational behaviour that are expected to be in Kirimo's organization. (5 Marks)
- b) In the above case study, CEO educated employees on Psychological behaviour. Describe to the CEO the Psychological process underlying organizational behaviour that he should use. (6 Marks)
- c) Explain the Benefits of teamwork to Kirimo Ltd. (5 Marks)
- d) The CEO in Kirimo organization receives grievances. Describe to him Methods of handling conflicts in an organization that he can apply to solve grievances. (4 Marks)
- e) Highlight benefits associated to positive stress that CEO Kirimo organization can use in his leadership. (6 Marks)
- f) Change is inevitable as demonstrated in Kirimo organization. Explain ways of coping with change to the CEO. (4 Marks)

**QUESTION TWO (20 MARKS)**

- a) Theory is a supposition or a system of ideas intended to explain something, especially one based on general principles independent of the thing to be explained. Explain Theories of organizational behaviour. (7 Marks)
- b) Group behaviour refers to the actions, thoughts, or feelings of a collection of people or individuals within a group. Discuss the Functional consequences of group behaviour. (6 Marks)
- c) Stress can either be positive or negative. Describe forms of positive stress in organizations. (7 Marks)

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

- a) Group performance is the process and outcome of members' joint efforts to achieve a collective goal. Explain the factors affecting group performance. (7 Marks)
- b) Conflict is a clashing or sharp disagreement especially of ideas, interests, or purposes. Discuss various Levels of conflicts in organizations. (7 Marks)
- c) Organizational culture is the set of values, beliefs, attitudes, systems, and rules that outline and influence employee behaviour within an organization. Describe ways of promoting organizational culture. (6 Marks)

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

- a) Group and team formation is one of the key activities in any organization. Discuss Stages in group and team formation. (6 Marks)
- b) Stress is common in most of the organizations due to various reasons including individual behaviour. Explain the causes of stress in an organization. (7 Marks)
- c) Describe challenges posed by issues and trends in organizational theory and behaviour in the 21<sup>st</sup> Century. (7 Marks)

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

- a) Organizational culture reflects how employees, customers, vendors, and stakeholders experience the organization and its brand. Explain the Merits of organizational culture to workers. (8 Marks)
- b) Stress is a natural reaction to specific demands and events, that can affect a person's health and wellbeing. Describe the effects of stress in an organization. (6 Marks)
- c) Leaders are drivers of organization hence very important. Discuss the qualities of effective leaders. (6 Marks)