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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
THIRD YEAR, SECOND SEMESTER EXAMINATION
FOR THE BACHELOR OF EDUCATION (ARTS)
KBA 2315: ORGANIZATIONAL BEHAVIOUR

Date: 10th December 2024
Time: 8.30am-10.30am

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CASE STUDY: MJ COMPANY

Mary and John joined together as Directors to come up with an organization called MJ Company. They envisioned becoming the best company in their town. Since conflicts are inevitable in most companies, they had to create the best atmosphere. To achieve this, they set standards for their employees in order to motivate them and avoid conflict. The employees were given clear and precise job descriptions which was crucial in understanding their work environment as well as their duties and responsibilities. This resulted to job satisfaction and improved employee attitudes.

To make activities more pleasing, team work activities were frequently offered to improve organizational behaviour. The timings also improved to have team work fortnightly, unlike quarterly as before. At the same time, Directors offered induction to each new employee stating vividly the disciplines that contribute to organizational behaviour for easier governing of the organization. Further, they were advised to report any unethical behaviour within the company. Yet still, employees were given opportunity in decision making as they perceived them as key stakeholders in the organization. This enhanced more cohesion in the company resulting to increased output, productivity and growth.

In accordance to MJ Company above, respond to the following questions;

- MJ Company Directors need to improve their organization through relevant objectives. Advise them on objectives of organizational behavior in order to improve their organization. (4 marks)
- The Directors offered to the employees' disciplines contributing to organizational behavior. Please outline them. (4 marks)
- MJ company provided job satisfaction to employees. Explain the activities that can lead to job satisfaction as envisioned in MJ Company (5 marks)
- The MJ company to deliver its mandate needs good Organizational environment. Describe Organizational environment that is required in organization like this. (6 marks)
- Director offered induction to each new employee to avoid conflict in the organization. Advise the above directors on Methods of handling conflict in case they arise (6 Marks)
- MJ Company Directors perceived employees as stake holders. Discuss how perception affects individual behavior in organization. (5 marks)

QUESTION TWO (20MARKS)

- a) Leadership theory is one of the theories in support of organizational behavior. Discuss its contributions to organizational behavior (6 marks)
- b) In any organization, many groups are formed but with similar characteristics. Explain the characteristics of groups in organization. (7 marks)
- c) Stress management in a workplace is inevitable. Describe ways of managing stress in an Organization. (7 Marks)

QUESTION THREE (20 MARKS)

- a) Decision-making is very key in organizations. Explain the decision-making process. (6 Marks)
- b) Every organization must carry out changes at a certain period of time. Discuss the factors that trigger change. (7 Marks)
- c) One of the most difficult objective to achieve in an organization is change. Advise company manager on strategies to apply in order to overcome resistance to change. (7 Marks)

QUESTION FOUR (20 MARKS)

- a) Stress is inevitable in any working conditions but can be reduced. Discuss the causes of work stress. (6 Marks)
- b) For any organization to be productive and successful, Decision taken is paramount. Explain the types of decisions in organization. (6 Marks)
- c) In view of Abraham Maslow's hierarchy of needs, there are several stages of needs. Describe any four of them. (8 Marks)

QUESTION FIVE (20MARKS)

- a) Change brings positive and negative effects in the organization. Highlight three negative and three positive effects of change in an organization. (6 Marks)
- b) Conflicts in organization may lead to lack of productivity. Discuss cause of conflicts in an Organization. (7 Marks)
- c) Organizational behavior is the "study of human behavior in organizational settings. Explain the importance of organizational behavior in organization (7 Marks)