



KIBABII UNIVERSITY COLLEGE

(A Constituent College of Masinde Muliro University of Science Technology)

P.O. Box 1699-50200 Bungoma, Kenya

Tel. 020-2028660/0708-085934/0734-831729

E-mail: enquiries@kibabiiuniversity.ac.ke

Knowledge for Development

DEPARTMENT OF BUSINESS MANAGEMENT & ECONOMICS

3RD YEAR, 1ST SEMESTER 2013/2014 ACADEMIC YEAR

FOR THE BACHELOR OF BUSINESS MANAGEMENT/BACHELOR OF COMMERCE

COURSE CODE: BBM 301/BCB 301

COURSE TITLE: ORGANISATIONAL BEHAVIOUR

DATE: 11th August, 2014

TIME: 9.00 AM - NOON

INSTRUCTION TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

There are many challenges and opportunities for managers to use Organizational Behavior concepts to enhance the overall effectiveness of individuals, groups and organization. There are some of the critical issues confronting managers for which the knowledge of Organizational Behavior offers worthy solutions based on behavioral science and other interdisciplinary fields. What are the challenges and opportunities of the following issues to the management of Kibabii University College?

- i) Improving people skills **(4 Marks)**
- ii) Improving quality and productivity **(5 Marks)**
- iii) Managing workforce diversity **(5 Marks)**
- iv) Responding to globalization **(5 Marks)**
- v) Empowering people **(4 Marks)**
- vi) Coping with temporariness **(4 Marks)**
- vii) Stimulating innovation and change **(4 Marks)**
- viii) Emergence of the e-organization **(4 Marks)**
- ix) Improving ethical behavior **(5 Marks)**

QUESTION TWO

- a) Discuss any **four** reasons why people could resist change in an organisation? **(8 Marks)**
- b) I. Discuss the three key determinants of personality **(6 Marks)**
II. Describe the any three challenges and opportunities for Organizational Behavior **(6 Marks)**

QUESTION THREE

- a) Discuss any **two fields** that have contributed to the field of organizational behaviour? **(4 Marks).**
- b) I. Discuss the **three types** of managerial skills and their importance for enhancing individual and organizational effectiveness **(9 Marks)**
II. Describe the elements of organization structure and its applications in designing structure **(7Marks)**

QUESTION FOUR

- a) Discuss the following theories in light of organisational behaviour
 - I. Systems approach **(3 Marks)**
 - II. Theory of X and Y **(3 Marks)**
 - III. Herzberg Two Factor Theory **(2 Marks)**
- b) Explain three different types of organisational structures **(12 Marks)**

QUESTION FIVE

Write brief notes on any **Five** of the following concepts: **(20 Marks)**

- (a) Content Motivation Theories
- (b) Motivation
- (c) Decision making
- (d) Strategic Planning
- (e) Power and politics
- (f) Organization structure
- (g) Process Motivation Theories



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QUESTION ONE

- a) Distinguish between culture and climate (4 Marks)
- b) Distinguish between the mission, objectives and goals of an organization (6 Marks)
- c) In what ways can a business enterprise discharge its social responsibility (6 Marks)
- d) Define organizational effectiveness (2 Marks)
- e) I. Identify three major barriers of communication and explain why they arise (6 Marks)
II. Explain three ways of overcoming these barriers (6 Marks)

QUESTION TWO

- a) What is leadership? (2 Marks)
- b) Explain three approaches to leadership (6 Marks)
- c) Identify and discuss four basic approaches of organisational behaviour (12 Marks)

QUESTION THREE

- a) I. Discuss any **three** fields that have contributed to the field of organizational behaviour? (6 marks).
II. Discuss any **four** major determinants of personality (8 Marks)
- b) Discuss any **three** barriers of communication (6 Marks)

QUESTION FOUR

Write brief notes on any **Five** of the following concepts: (20 Marks)

- (a) Organisational behaviour
- (b) Motivation
- (c) Decision making
- (d) Halo Effect
- (e) Power and politics
- (f) Organization structure
- (g) Type A and Type B Personality

QUESTION FIVE

- a) Discuss the following theories in light of organisational behaviour
- I. Abraham Maslow's theory of Need-Hierarchy **(3 Marks)**
 - II. Theory of X and Y **(3 Marks)**
 - III. Herzberg Two Factor Theory **(2 Marks)**
- b) Describe the various challenges and opportunities for Organizational Behavior **(12 Marks)**