



MAASAI MARA UNIVERSITY

REGULAR UNIVERSITY EXAMINATIONS 2017/2018 ACADEMIC YEAR THIRD YEAR FIRST SEMESTER

SCHOOL OF BUSINESS & ECONOMICS BACHELOR OF BUSINESS MANAGEMENT AND BACHELOR OF EDUCATION

COURSE CODE: BBM 360

**COURSE TITLE: ORGANIZATIONAL THEORY
AND BEHAVIOUR**

DATE: 18TH APRIL 2018

TIME: 0830 – 1030 HRS

INSTRUCTIONS TO CANDIDATES

- Question ONE is compulsory
- Answer any other THREE questions

QUESTION ONE (25 Marks)

Kiambogo Company Limited has a population of 800 employees, with its location in Nakuru Town. Three years ago, the Company was an envy of many by the fact that it was doing so well, by amassing huge profits. However, in the last two years, the organization experienced low productivity, low staff morale, staff demotivation and high key staff turnover. In its 2012 annual financial report, the organization declared a loss of over Kshs. 20 million. You have been hired as the CEO of the above organization.

Discuss how you would go about reversing the above situation in the three years. Your discussion should be based on:

Individual staff well-being, motivation, productivity and job satisfaction

(10 Marks)

- i) Turning individuals into effective teams **5 Marks)**
- ii) Managing organizational politics and effective use of power **(5 Marks)**
- iii) Discuss how you would use fielders contingency Model to influence employees to perform better **(5 Marks)**

QUESTION TWO (15 Marks)

- i) As the Managing Director of Nyasuguta enterprises, illustratively discuss five personality types you are likely to encounter in your enterprises and state how you can utilize each type to improve productivity. **(10 Marks)**
- ii) Explain with examples the characteristics of an effective team. **(5 Marks)**

QUESTION THREE (15 Marks)

- i) Discuss six methods of conflict resolution within an organization. **(10 Marks)**
- ii) Discuss with examples factors that influence employee perception highlighting its effect on work performance. **(5 Marks)**

QUESTION THREE (15 Marks)

- i) Discuss six methods of conflict resolution within an organization **(10 Marks)**
- ii) With the help of examples discuss the factors that influence employee perception highlighting its on work performance. **(5 Marks)**

QUESTION FOUR (15 Marks)

- i) What is organizational culture? **(2 Marks)**
- ii) Explain six factors that influence organizational culture **(6 Marks)**
- iii) Discuss four characteristics of organizational culture and how it affects employee performance **(7 marks)**

QUESTION FIVE (15 Marks)

- i) Explain the features of a bureaucratic system of organizational structure and how it influences the way workers behave in an organizational setup **(8 Marks)**
- ii) Discuss with illustrations the functions of organizational structure and their effect on employee behaviour. **(7 marks)**

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