



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2018/2019

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION

BBA 824: ORGANIZATIONAL BEHAVIOUR

DATE: Tuesday, 2nd April 2019

TIME: 5.30 p.m. - 8.30 p.m.

INSTRUCTIONS:

Answer Question ONE and any other Three Questions.

QUESTION ONE

THE ORGANIZATIONAL DEVELOPMENT DILEMMA

A management researcher shocked the academic fraternity in organizational studies with a publication on a finding obtained from a ten year research project. The focus of the research was trends on organizational development and change in large organizations. Some of the major highlights of the findings were that: (i) Organizations express a strong desire to remain viable and healthy in their operations (ii) due to this desire, they periodically undertake organizational development interventions to address issues that may be limiting their ability to keep pace with changes in the external environment (iii) most of the change programs initiated to achieve organizational development have a high failure rate, ranging between 75–90% in most of the cases.

The finding on the failure rate is what caught the attention of the scholars in organizational studies with their concern being how to provide possible explanations. On further scrutiny of the contents of this research, it was found that the researcher had observed that: (i) most of the change programs were implemented in a way that had very little human centered appeal (ii) as a result of (i), the interventions have not been appropriate and to a large extent do not integrate the various behavioural determinants at multiple levels of organizational analysis (iii) further, few of the implementing parties have working understanding of behavioural sciences that would have better prepared them to deal with human social systems and organizations.

Required:

- (i) Explain the nature of the behavioral science approach to Organizational Behaviour (OB) and highlight the disciplines it borrows knowledge from. (10 marks)
- (ii) What are the various levels of OB and their respective behavioural determinants that an expert in OD needs to know. (10 marks)
- (iii) Describe the components of the human centered approach that is emphasized in OB. (6 marks)
- (iv) Explain to a practicing manager, the role of OB in the management of organizations. (4 marks)

QUESTION TWO

Motivation is one key concept in behavioural studies given serious attention that scholars ascribe to its significance in linking employees with organizational goals.

Required:

- (i) Briefly explain the theoretical nature of the concept of motivation. (3 marks)
- (ii) Explain the various approaches used to study motivation. (3 marks)
- (iii) Discuss using examples how you can use the knowledge gained from motivation to design strategic work incentives that can guarantee employee retention. (4 marks)

QUESTION THREE

Organizations have been likened to the people that found and manage them. One school of thought identifies the role of organizational health in ensuring that organizations are viable. To ensure this viability, researchers in behavioural science recommend adoption of organizational development methodologies and approaches.

Required:

- (i) Briefly explain the features of organizational health. (3 marks)
- (ii) What is organizational development and why is it important for organizations? (2 marks)
- (iii) Identify and explain relevant OD interventions that you can prescribe to organizations. (3 marks)
- (iv) Discuss how you can manage resistance to change during an OD Program. (2 marks)

QUESTION FOUR

Learning is one of the important behavioural determinants at both individual and organizational levels.

Required:

- (i) What is learning? (2 marks)
- (ii) What are the relevant learning principles applicable in HRM? (4 marks)
- (iii) Explain how you can apply learning to achieve organizational behavioral modification in organizations. (4 marks)

QUESTION FIVE

Explain the relevance of the following concepts in Organizational behaviour:

- (i) Job satisfaction
- (ii) Organizational communication
- (iii) Organizational politics
- (iv) Leadership (10 marks)