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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: ORGANIZATION THEORY AND BEHAVIOUR

Date: 18TH APRIL 2024
Time: 11:30AM-1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CASE STUDY

Organizational theory and behavior within ABC Healthcare Services.

APPEX Healthcare Services, a reputable healthcare provider, is facing a series of organizational challenges that are impacting its efficiency, employee morale, and overall performance. APPEX Healthcare Services has been a key player in the healthcare industry for several decades. However, recent changes in healthcare regulations, increased competition, and evolving patient expectations have created a challenging environment for the organization leading to noticeable breakdown in communication between different departments. This lack of effective communication is affecting patient care, workflow efficiency, and interdepartmental collaboration. Healthcare professionals at APPEX Healthcare Services are experiencing high levels of stress and burnout due to demanding nature of their roles, coupled with insufficient support systems. This is negatively impacting both individual well-being and the quality of patient care. As a result, the organization is implementing a new electronic health record (EHR) system to enhance efficiency and data management. However, there is significant resistance among employees, particularly from long-tenured staff, to adopting this technological change. The leadership team at APPEX Healthcare Services is facing challenges in effectively motivating and leading the diverse workforce and there are concerns about the alignment of leadership styles with the organization's values and the need for more inclusive decision-making processes.

- a). Describe five potential consequences of poor communication between different departments within APPEX Healthcare Services. (5 Marks)
- b). Explain the role of effective communication in fostering a positive organizational culture at APPEX Healthcare Services. (5 Marks)
- c). Outline two strategies that APPEX Healthcare Services can implement to address and reduce employee burnout. (5 Marks)
- d). Identify five reasons for employees at APPEX Healthcare Services to resist technological changes, such as the implementation of a new EHR system. (5 Marks)
- e). Discuss two strategies that can be employed to mitigate resistance to the new EHR system at APPEX Healthcare Services. (5 Marks)
- f). Determine five ways in which leadership of APPEX Healthcare Services can positively impact employee motivation and engagement. (5 Marks)

QUESTION TWO (20 MARKS)

- a). Explain five Elements that contribute to organizational theory. (5 Marks)
- b). Describe five key personality traits and their implications in organizational theory and behavior. (5 Marks)
- c). Identify five key components which make conflict management successful in an organization. (5 Marks)
- d). Outline five organizational practices for successfully Managing Organizational Politics. (5 Marks)

QUESTION THREE (20 MARKS)

- a). Describe five ways in which organizational culture influences success of a company. (5 Marks)
- b). According to Frederick Herzberg's Two-Factor Theory define
 - (i) Hygiene Factors (Dissatisfiers) and
 - (ii) Motivator Factors (Satisfiers) giving two examples of each. (5 Marks)
- c). Groups in organizations serve various functions that contribute to the overall success, productivity, and well-being of the workplace. Discuss five functions of groups in organizations. (5 Marks)
- d). Outline five negative consequences of stress which can affect both individuals and the overall workplace environment. (5 Marks)

QUESTION FOUR (20 MARKS)

- a). Summarize five stages of group formation in an organization as explained in the Tuckman's Stages of Group Development model. (5 Marks)
- b). Differentiate the following two sources of power in organizations: Referent power and informational power giving one example of each. (5 Marks)
- c). Identify five advantages of power in organizational context. (5 Marks)
- d). Describe five characteristics of organizational culture that shape the organizational identity. (5 Marks)

QUESTION FIVE (20 MARKS)

- a). Determine five reasons for Organizational Politics. (5 Marks)
- b). Studying organizational theory and behaviour provides valuable insights that can be applied across various aspects of management for organizational success. Explain five points to support this statement. (5 Marks)
- c). Discuss the five levels in Maslow's Hierarchy of Needs, from the most basic to the highest giving. (5 Marks)
- d). Distinguish agreeableness and neuroticism personality traits. (5 Marks)