



Kasarani Campus
Off Thika Road
P. O. Box 49274, 00101
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
SPECIAL EXAMINATION
FOR THE BACHELOR EDUCATION(ARTS)
KBA 2315:ORGANIZATION MANAGEMENT THEORY

Date: 19th April 2024

Time: 11.30am-1.30Pm

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- (a) Organization behavior is a field of study that investigates the impact that individuals, groups and structure have on behavior within organizations. Explain any **THREE** disciplines that contribute to organizational behavior (6 Marks)
- (b) People are the organizations' most valuable and expensive resource, but they are the most difficult element of the organization. Describe **THREE** major personality attributes that influences organization behavior (6 Marks)
- (c) Give the meaning of the following key words as used in organization theory and behaviour: - (6 Marks)
- (i) Values
 - (ii) Perception
 - (iii) Attitude
- (d) Distinguish between Theory X and Theory Y (6 Marks)
- (e) Highlight the Abraham Maslow's Hierarchy of needs (6 Marks)

QUESTION TWO (20 MARKS)

- (a) Employees' attitudes can be changed and sometimes it is in the best interest of management to try and do so. Explain the various functions of attitude (10 marks)
- (b) Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or experience. Describe the sources of job satisfaction (10 Marks)

QUESTION THREE (20 MARKS)

- (a) Learning is a process by which people acquire knowledge, understanding skills and values and apply them to solve problems throughout their daily lives. Discuss the external factors that affect learning within an organization (10 Marks)

- (b) The shared beliefs, values and expectations held by individuals constitute organization culture. Explain the characteristics of organization culture (10 Marks)

QUESTION FOUR (20 MARKS)

- (a) Organization does not exist in isolation. There are parts of the wider fabric of society in general which constitute the environment within which they operate. Discuss the environmental analysis of the organization (10 marks)
- (b) Organization structure defines how tasks are formally divided, grouped and coordinated. Describe the key elements to consider when designing organization structure (10 Marks)

QUESTION FIVE (20 MARKS)

- (a) New groups are constantly being formed in all walks of life. To deal with the new development or innovation arising from reorganization of existing work patterns, there are various stages of group development that they require. Discuss (10 Marks)
- (b) Conflicts within groups are quite common. All conflicts have potential to be damaging and there is need to have constructive effort to limit it. Explain the various strategies for handling a conflict within an organization (10 Marks)