



Kasarani Campus
Off Thika Road
Tel. 2042692 / 3
P. O. Box 49274, 00100
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
THIRD YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 4th December, 2023
Time: 11.30am –1.30pm

KBM 305 - ORGANIZATION THEORY

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

CASE STUDY

Kontela is a tours and travel company that deals with travelling activities for its customers. It is actually the best in its industry with many rewards. It has been approached by Patty limited to conduct a training to their staff members in regards to organization behavior due to a high rate of poor relationships among employees as well as a high employee turnover. As good employee environment and culture is the number one benchmark pointer Patty Ltd was able to get that makes Kontela Ltd become a success. The company wants to find out the cause of all these employee issues so that they can prevent a future recurrence of the same. As the benchmark company Kontella limited quality assurance employees, gave out questionnaires tackling the internal issues the employees in that organization are facing. To their dismay most of them complained about poor management practices, stress and a high level of conflict between employees and the management. As a result, they were forced to hold a meeting first with the management then after coming up with the way forward they proceeded with their training.

QUESTION ONE (30 MARKS)

- a) Highlight the behavior of employees of Patty Limited can be improved to promote organizations growth and development. (3 Marks)
- b) List some of the factors that can influence the attitude of Patty Ltd employees.
- c) Highlight some of the ways Kontela Ltd can advise Patty limited to manage the stress of its employees. (6 Marks)
- d) Patty Ltd employees complained about high levels of conflict, discuss the possible major causes of conflicts in an organization like Patty Limited. (6 Marks)
- e) As Kontela limited advice Patty limited on the vital elements of organizational behaviour. (6 Marks)
- f) Highlight the importance of having organizational theory and behavior knowledge in running an organization like Patty Limited. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Discuss how the determinants of organizational behaviour can contribute to organizational success. (7 Marks)
- b) Examine the considerations one should take when coming up with an organization structure. (7 Marks)
- c) Analyze the theories of job satisfaction in an organization. (6 Marks)

QUESTION THREE (20 MARKS)

- a) Explain the models of organization behaviour can influence the behaviour of individuals in an organization. (7 Marks)
- b) Attitudes are evaluations, judgments and opinions about people/objects/states/events. Discuss the three main components of attitudes. (8 Marks)
- c) Discuss the two key elements seen in organizational culture. (5 Marks)

QUESTION FOUR (20 MARKS)

- a) Perception is an intellectual process of transforming sensory stimuli to meaningful information. Discuss the process of perception. (7 Marks)
- b) Discuss the four stages of group formation in organizational behaviour. (8 Marks)
- c) Examine the trends that are currently in most organization. (5 Marks)

QUESTION FIVE (20 MARKS)

- a) Examine the fundamental characteristics of personality in individual behavior in an organization. (5 Marks)
- b) Discuss the individual factors that determine job satisfaction in an organization. (8 Marks)
- c) Organization does not exist in isolation but it is part of wider fabric of society in general which constitute the environment within which they operate. Justify this statement. (7 Marks)