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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**FOURTH YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 18<sup>th</sup> April, 2024  
Time: 11.30am – 1.30pm

**KGM 305 - ORGANIZATIONAL BEHAVIOUR**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**THE DYNAMIC NATURE OF ORGANIZATIONS**

Organizations face strong pressures in competitive environments to be efficient and at the same time produce products of value. By ensuring that their workforce is optimal at all times most organizations aim to gain competitive advantage. Satisfied employees form a bond with the company, take pride in their organizational membership, believe in the goals and values of the organization and display high levels of performance and productivity. Dissatisfied employees display characteristics of low productivity, absenteeism, and turnover. Therefore, it is crucial that research is done to determine the relationship between motivation, job satisfaction, group dynamics and team work, leadership, and employee performance. There is a common theme, which persists when managers are confronted with the question of describing their most frequent or troublesome problems. This theme which managers most often describe is “people problems” can be seen in terms of employee’s lack of motivation, conflicts between team members, and employee resistance to organizational change. Therefore, in today’s increasingly competitive and demanding workplace, applying organizational behavior, which concentrates on the influence that individuals, groups, and structure have on employee behaviour, helps to improve an organization’s effectiveness in relation to employee related situations.

- a) A positive outcome of satisfied employees is their display of high levels of performance and productivity. Highlight six sources of job satisfaction. (6 Marks)
- b) In order to assess employee performance and contribution managers use several variables. Describe six variables a manager can use to evaluate an employee’s behavior. (6 Marks)
- c) Group dynamics involves the influence of personality, power, and behaviour on the group process. Explain the positive consequences of a group behaviour. (6 marks)
- d) Knowledge of the root cause of conflicts in the work place is key to providing solutions to these conflicts. Describe causes of conflict in workplace. (7 marks)
- e) As a manager one should be able to advice employees on how to manage inevitable change in the organization. suggest ways of coping with change in an organization. (5 marks)

### **QUESTION TWO (20 MARKS)**

- a) You have been hired by JPL Ltd as a human resource manager. Explain the process of measuring organisational effectiveness that you will use to evaluate JPL Ltd. (8 Marks)
- b) Discuss the the levels of conflicts in organizations. (4 Marks)
- c) Explain the factors that influence individual behavior. (8 Marks)

### **QUESTION THREE (20 MARKS)**

- a) Explain some of the reasons why individuals join groups in an organization. (6 Marks)
- b) Discuss the different types of leadership styles that a manager can adopt so as to ensure they are able to achieve the goals and objectives of the organization (8 Marks)
- c) Name and describe the theory of leadership that focuses on the actions and behaviours of leaders rather than their traits (6 Marks)

### **QUESTION FOUR (20 MARKS)**

- a) As a member of management team that is analyzing why the company has performed poorly for the last six months, you have identified performance of groups in the workplace as a problem. Explain to your team members some key factors affecting group performance. (8 Marks)
- b) Describe the factors that contribute to group cohesion in an organization. (6 Marks)
- c) Discuss the importance of studying organizational theory and behaviour. (6 Marks)

### **QUESTION FIVE (20 MARKS)**

- a) Discuss the Psychological Process underlying Organizational Behaviour (6 Marks)
- b) Your department in HZK Ltd has grown exponentially over the last two years. You have come to realize that although employee relation is good, there are many formal and informal groups in the department and employees collaboratively work together to analyze problems, evaluate alternatives, and reach a consensus on a course of action. Describe the stages of group decision-making process. (8 Marks)
- c) Your company has engaged an external HR consultant to find out why targets and deadlines are not being met. He has reported that this is majorly because the employees are stressed. Explain to your managing director any six causes of stress in an organization. (6 Marks)